

Analysis of the Simpson v. the State of New York Civil Service Commission Documentation:
A Report Explaining the Racially Disparate Impact of the 1996-2006 Promotion Test Batteries *

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A handwritten signature in black ink, appearing to read "Lynn M. Mulkey", written over a horizontal line.

¹ This report is submitted to Gary, Williams, Parenti, Finney, Lewis, McManus, Watson and Sperando, P.L., Attorneys and Counselors at Law, 221 S.E. Oscequa Street, Stuart, FL 34994-2210 and to Sussman and Watkins, Attorneys at Law, 40 Park Place, Goshen, NY 10924.

Summary

This report addresses the issue of the disparate racial impact of the New York State Civil Service Commission's promotional examinations and concludes that the test batteries developed by the state are grossly discriminatory. It supersedes an earlier report, dated June 29, 2007, and is strengthened by the addition of information received through ongoing discovery. Consistent with the determination made by the U.S. Equal Employment Opportunity Commission on March 22, 2000 (see Document Exhibits #577, #578) as to the merits of the charge filed under Title VII of the Civil Rights Act of 1964, the State is at fault because it fails to establish any correspondence between what is asked on the test and what is required on the job.¹ The State had a duty, when it formed a promotional examination, to insure the content of the examination matched skills, knowledge, and abilities required in a job. In the guise of formulating an examination for each of an estimated 2,000 job titles, it reduced these specific positions into four levels of managerial categories. The most glaring proof of this is the State's explicit intent to validate tests for approximately 2,500 job titles (see Document Exhibit "Job Titles"), and its concomitant failure to provide evidence of any such studies. Even more glaring is the testimony of James Beninati and Paul Kaiser, and other of the State's test architects, that constitute outright admission and corroborating evidence of its failure to substantiate the existence of content validation studies.

The State, therefore, prevents African Americans and Hispanics from being fairly evaluated and discriminates against them by testing them on material irrelevant to the work they will perform. In doing so, the State has deviated, significantly and egregiously, from robust standards of testing practice outlined by scholars and practitioners nationally and even internationally in documents such as the *Uniform Guidelines on Employee Selection Procedures* (Equal Employment Opportunity Commission [EEOC], 29 C.F.R. 1607, 1978); *Standards for Educational and Psychological Testing* (American Psychological Association, 1985); and *The Principles for the Validation and Use of Personnel Selection Procedures* (Society for Industrial and Organizational Psychology, Inc. 1987). Additional references are available (see Smith and Glass, 1987; Anastasi, 1988; Goldstein, 1993; Bonjean, 2000; Kaplan and Saccuzzo, 2004; Thorndike, 2004; Viswanathan, 2005; Gregory, 2006) for determining whether differentials in test performance are attributable to individuals or to weaknesses in the test. Furthermore, the state has received a punitive directive from the EEOC concerning its being remiss to comply with these standard protocols for determining the quality of its testing instruments. The State persists in its non-conformity and has not modified its procedures surrounding the content validation of its examinations. This inaction is incomprehensible and one can only conclude the

¹ "The Battery Test is either the sole test or a major component for a wide range of supervisory and management titles in New York State government. The State administered two versions of the Battery Test in 1996 and 1997. Battery Level I was for Supervisors and Specialists for promotion from SG-17 through SG-26 and M-1, and Battery Level II was for mid- and high-level managers and administrators for promotion to SG-27 through SG-38, and M-2 through M-8. It is undisputed that the Battery Test is not directly related to the specific requirements of a particular job title; however, the respondent argues that the use of the test varies by position and is only one of multiple criteria used for selection. The evidence shows that the Battery Test has a disparate impact of Blacks and Hispanics. Once a test is found to have disparate impact under the EEOC's Uniform Guidelines on Employee Selection Procedures, to lawfully use the test, the employer must be able to show that the test is job related for the position in question and consistent with business necessity." (Document Exhibit #577)

test serves as a mechanism that accomplishes exactly what its authors have intended, that is, to exclude members of protected classes from fair competition and job promotion.

The State has, most recently, identified approximately 9,000 pages of 64,000 documents which it claims constitute *validity* studies. Analysis of this material coupled with corroborating testimony from depositions of its testing experts yields the following results: statistically and substantively, approximately less than 5% of the documentation is actually devoted to validity studies. The vast majority of the documents concern reliability studies. What is alarming is the State's failure to conduct validation studies. Moreover, it is the degree to which the State can demonstrate that a test is isomorphic with job specifications that singly excludes candidates from protected classes from the pool of those successfully placed in sought-after positions.

The analytical strategy taken in this report is to explain how the State's Battery Tests have a disparate impact. The word "discriminated" is statistical in meaning; disparate impact has been established using the 80% rule. Explanation of the variable performance of promotional candidates according to race on the panoply of Battery Tests administered since 1996 rests on two arguments: that test scores are a true measure of persons' skills, knowledge, and abilities, or that differences are due to faulty properties of the testing instrument. The success of a test depends on how well it represents the domain of interest, in this case, the skills, knowledge, and abilities corresponding to managerial and supervisory positions. A well-developed test attempts to minimize error by asserting its "reliability" and "validity."

The test batteries administered by New York State have been evaluated by its experts in terms of their reliability, that is, their consistency in what they measure. Evidence, therefore, exists of numerous item analyses (e.g., see Document Exhibit # 823, Duvoric Deposition Pg. 100). The State convened a number of sensitivity studies to detect any cultural bias and inconsistency in the meaning of test items. Those minority group members recruited for this exercise were haphazardly and arbitrarily recruited to participate in the exercise. The State does not show, according to widely accepted standards for validation, that the test is indeed valid in that it measures as closely as possible what it purports to measure. A careful review of the State's deposition data and other records, such as job analysis procedures spelled out in the examiners' manual, produces paltry evidence of "face validity," "predictive validity," and "content validity." No evidence establishes the representativeness of the sample of subject matter experts selected to develop the tests. This is a critical blunder and a serious impediment to a fair testing practice when testing theory asserts a "good" test must reflect content representing the gamut of job-related skills, knowledge, and abilities. In this, the State is unable to establish "content validity" by demonstrating that indeed the information and abilities assessed by the test correspond to the major abilities required for success on the job. To the contrary, as confirmed by the testimony of its own witnesses, the State has measured general knowledge, skills, and abilities, but not those specific to actual jobs.

Again, because of the principles of testing theory, it is the specificity with which test items correspond to job specifications that provides a "true" and better estimate of performance. "Many of the abuses of content validity are attributable to the use of broad dictionary definitions of knowledge, skills, and abilities which, if accepted by the adopting agencies, would allow claims of content validity in almost any situation. In many of these situations where content

validity is inappropriately used, a criterion-related study would show that the test is, in fact, not job-related.” (Burns, 1996). The *Uniform Guidelines on Employee Selection Procedures* (14C(1)) make clear that a content strategy is not appropriate for demonstrating the validity of selection procedures which profess to measure traits or constructs, such as intelligence. Tests such as the New York State test batteries that measure broad aptitudes, commonsense, leadership, spatial ability, etc., can be independent of those measuring specific job-related knowledge, skills, and abilities (Burns, 1996). The State’s failure to appropriately validate the content of its tests rests with its documentation of hundreds, even thousands, of job titles that correspond to test batteries that collapse variations between jobs into general measures of competence. Hence the disparate impact of the test batteries can be accounted for by faulty properties of the test.

The State has been advised of its failure to produce adequate evidence of content validation of its examinations and has refused to make adjustments to the system in this regard. When threatened with a preliminary injunction in January of 2007, the State agreed to a moratorium on use of the test. This further confirms the conclusion that the test is intentionally discriminatory and does not excuse the State’s failure to stop use of the test. The continued absence of provision of tests designed to match specific jobs is the mechanism whereby protected classes of individuals are excluded from a fair promotional process.

Background

The tenets of civil service and the American meritocracy assert that people get where they’re at ostensibly on the basis of their merits. However, most people start out unequally because of inequalities inherent in a Capitalist system. Social class, race, and ethnicity predispose people to different learning opportunities. Therefore, general tests of skills, knowledge, and abilities (SKAs) will continually rule out whole groups of people (protected classes) if they are used as the primary mechanism for job placement. Protected classes are vulnerable to this type of inequality. Following this reasoning, New York State could address equality in several ways: first by making a hiring procedure that is not strictly based on performance on an objective test. Perhaps it could conduct tests of predictive validity to show a correspondence between how persons successful on the job performed on the test. Then it could construct tests that are specifically matched to the SKAs of jobs.

Historically, the State has developed a test that applies generally to a number of positions (given it has so many of these). It has recruited alleged subject-matter experts (SMEs) to develop questions it deems basically relevant to a number of these jobs. The problem here is that to counter any discrimination in the context of wider-structured mechanisms of inequality, the test must be highly specific to the SKAs of a job, rather than widely relevant. A valid content validation of the State’s Test Batteries has not occurred for the over two thousand job titles it posts. A testing instrument must be highly sensitive to the exact job specifications in order to confirm content validation. If the State’s SMEs had confirmed what it had said -- that it developed items based on the actual job specifications -- this would have approximated an actual formal content validation. But in fact, it claimed it did not design the test to match a particular position. The more general a test is, the more likely it is to reproduce some of the deep-seated inequalities of abilities that may not necessarily be important for a particular job. The State

would then be obligated to conduct formal content analyses where actual SKAs are matched to specific test items. This type of discriminatory practice is often not overt and the mechanisms of discrimination are deeply embedded in and inextricably tied to a seemingly innocuous practice.

Method

If a test fairly measures what it should, then one would expect that variation in individual scores would vary regardless of racial and ethnic designations. But when whole groups of people perform on the average differently from others, as noted by the EEOC, characteristics of the testing instrument becomes suspect. The fidelity of the testing instrument is judged on whether it meets criteria for consistency in what it measures and whether what it is measuring is meaningful. Approximately 8,984 (Appendix A "State Evidence Review") documents supplied by the State as evidence of validation studies, in addition to the depositions of Paul Kaiser, James Beninati, Jerry Duvoric, Patricia Hite, and George Sinnott, were reviewed to decide whether the State properly conducted validation studies. The data has been compiled in a spreadsheet assigning a document number to each page, noting who offered the information, at what date, and whether the data constituted a validation study. Further descriptive comments followed.

Findings

Evidence of Reliability

The State has misguidedly conducted many checks on reliability (e.g., see Document Exhibit #823). In fact, the bulk of the documents provided for review in this case are reliability studies, but these simply establish that the tests are measuring information consistently. What is critical and missing from the State's reviews is whether what the tests are measuring consistently is in any way directly relevant to what candidates must know on the job. Excerpts from Jerry Duvoric's Deposition (pp. 31 and 100-102) confirm the occurrence of item analyses, or tests of reliability.

Q: Well, in terms of the project on bias, did you take that access you had to the racial breakdown per item and utilize that as a means of selecting items to review?

A: No.

Q: Why not?

A: The process that I used to select items for review was the one I described to you.

Q: I heard that.

A: The examiners picked them and the reviewers decided which items to review.

Q: But you were in charge of the project. You've been tasked the project. And you had access, as I understand your testimony, to information which would have given you, on an item-by-item basis, some knowledge of how members of minority groups were doing on particular items compared to White; correct?

A: Yes.

Later Mr. Duvoric was asked:

- Q: Now I'm going to show you page 311 and 312, and it says, "Mantel-Haenszel Differential Item Functioning Analysis Supervisors and Specialists Battery September 1996, black-white analysis for simulation problem number two." And there's a bunch of data. Will you take a look at that? Have you ever seen that data before today?
- A: No....
- Q: Can you tell me, what that test is, Mantel-Haenszel differential item functioning analysis?
- A: It's a statistical test that was originated to answer the question, does smoking cause cancer.
- Q: Okay. And do you know why it's used in analyses of test items?
- A: It's one of the statistical approaches to analyze test items for bias.
- Q: Okay. Did you utilize that item analysis method yourself?
- A: No.
- Q: I show you page 368, 369, 370, 371 through 399, and you can take a look at this and tell me if you've seen data displayed like this previously in the department....
- A: Yes.
- Q: In what context have you seen that previously?
- A: In the ordinary course of constructing tests that I've had to do over the years.
- Q: Okay. The first page I showed you, 368 has initials IRI.
- A: Yes.
- Q: What does that mean?
- A: That stands for the Item Reliability Index.
- Q: What does that mean?
- A: That's the name of a specific statistical technique that addresses how well the item separates the better performing people from the less.

Additionally, all of the test material has been subjected to sensitivity reviews (see Document Exhibits #1339, #1203, #1204 - #1205). Again, this exercise in reliability is totally unrelated to whether the test items actually measure what candidates need to know on the job. No guidance in the selection of the individuals performing the sensitivity reviews is noted by the State. This means that reviewers were unqualified to make any judgments concerning content validity.

Deposition of Mr. Duvoric (p. 78) is telling with regard to the arbitrary manner in which the persons were selected as reviewers.

- Q: With regard to the level 2/3 Battery, did you play any role with regard to any review in the 1996 year?
- A: I don't remember dates. I assume so... It would have gone something like this.

Evidence of Validity

The State's evidence does not constitute or demonstrate an acceptable form of validation. Whether a test is valid or actually measuring what it strives to measure, and in this case the true abilities of promotional candidates, is ascertained optimally through a number of procedures that include face validity, convergent validity, concurrent validity, predictive validity, and content validity.

The miniscule amount of evidence provided by the State regarding *face validity* is wholly inadequate to prove it. The State alleges in a communication from Mr. Beninati that it convened in total 19 subject matter experts from 13 different agencies who were involved in the development and review of test material. The State provides no information on the total population of agencies and if these 13 sampled agencies are representative of all agencies. These alleged experts erroneously concluded that the exam, on its face, measured the appropriate skills needed on the job, when actually the test measured general skills and not the specific ones needed for the numerous job titles. It is impossible for the nineteen individuals to have knowledge of the 2,5000 job titles. (See Document Exhibit #611).

Concerning *predictive validity*, a hired manager within the State's employ acknowledged the invalidity of the promotion Battery Test. Barbara Watson writes to Diane Luther, Staffing Services Representative, New York State Civil Service (see Document Exhibit # Mullin 48), "However, as I have previously informed you with respect to other exams, the PBT is not considered a particularly valid mechanism for testing the knowledge, skills and abilities needed to perform the duties of the positions in the Insurance Department. This is based on our experience with the Supervising Insurance Examiner Test and unsolicited feedback from candidates who performed poorly or failed the PBT but are excellent at their jobs."

Pertaining to *content validity*, the State's conclusions that the test battery was properly validated is unfounded because it failed to conduct content validation studies according to principles of test validation.

No attempt at any time was made to match simulations to jobs. In March of 1997 and in January of 1998 (see Document Exhibits #1483 and #7975). Elizabeth Kaido solicited the input of J. M. Gaughan, Chief of the Bureau for School Improvement and Planning, in developing a simulation portion of the Promotion Test Battery for Mid- and High-level Managers. The communication states the purpose of the meeting was to develop simulations that assess important job-related supervision and management skills. However there is absolutely no evidence of how simulations coincide with actual job requirements. The value of a choice in a simulation is based on the context within the problem situation. The same choice may be presented in different situations, even within the same problem with very different values. This is because it may be appropriate to take a specific action in one situation but not in another.

The Promotion Test Battery Technical Manual prepared by Mr. Beninati (see Document Exhibit #7956) shows a list of competencies matched to broad job categories demarcated by levels, but no evidence of the actual study is provided. The Beninati deposition contains a telling rendering of this fact:

- Q. With regard to construct validity, was there any construct validity studies done, to your knowledge, of the battery test?
- A. My staff did not do any of them.
- Q. Was there any document, during your time as the director of the Testing Division, ever put together which represented, to your knowledge, a content validity study for the battery?

- A. No.
- Q. Were you ever asked by anyone, again, excluding your lawyers right now, to do a content validity study for the battery test? By "anyone," I mean the commission, the commissioners?
- A. Well, I mean, the answer to that is no.
- Q. When you were doing this report in the period from March to August of 2006, did you ask the three individuals, Mullin, Kaido, and Kaiser, whether any had done a content validity study?
- A. No.
- Q. Did you consider this report a content validity study?
- A. Very frankly, I considered the work that went into the battery during the time we were preparing it to be content validity study. It simply had not been documented in one spot. This was more a gathering together of the documentation of all the content validation that had taken place during the entire process.
- Q. So you considered this report – I realize the one I have doesn't have some of the exhibits which otherwise were provided to my office – you considered this to be a content validity study; is that accurate?
- Mr. Kerwin: I don't think that's what he said.
- A. That's not what I said.
- Q. Let me ask you, is it a content validity study? That was my original question.
- A. I don't consider the report to be a study.
- Q. Okay.
- A. A study is actions that take place, not a report.

The State's claim to content validation of its Battery Tests is further vitiated by the following testimony. Alongside the other Battery Test architects, Elizabeth Kaido, Ray Mullin, and James Beninati, Paul Kaiser (reportedly having spent a near twenty-three years in civil service by late 1995 to early 1996 and currently Director of the Testing Services Division of the Civil Service Commission Operations), admitted in his deposition that in developing the Battery Test sections, he was unaware of for which jobs the test was appropriate. It is impossible that this key figure in test development could put together a valid test under these circumstances.

- Q. Were you told what positions the battery would be required for?
- A. No specific titles.
- Q. Were you told general titles?
- A. We were told titles within certain classifications within the department in general form.
- Q. What classifications?
- A. Typically, supervisory titles at the Grade 23 levels for the Level 1 battery and titles at the Grade 27 and higher levels for the Level 2 battery...
- Q. Were you told target titles?
- A. I don't know.

In addition to this testimony George Sinnott in his deposition (p.9) was asked:

- Q: Before 1995 January, had you ever undertaken any kind of study of the New

York State Civil Service Commission?

A: No. No formal study.

Document Exhibits #7953 through #7963 include a template for a Job Analysis for Managers and Administrators and a Job Analysis for Test Batteries, both exemplary of the type of content analysis that should have been done for the State's many job titles, but which was never performed. Instead these analyses refer to four categories or levels of jobs, collapsing the over 2000 titles into broad SKAs. Additionally, Exhibit #7964, a Report on "Linkages" of 1996 Promotion Test Battery Multiple Choice Material to Written Communication and Analysis Dimensions from Job Analysis, announces plans for content validation. Yet again whatever attempts had been made at content analysis remained merely plans, not actualized as studies. One wonders about the intentions of an organization that specifically outlines the mechanics whereby it will establish content validity for its examinations and then avoids use of those mechanics. One cannot help but conclude that this constitutes willful negligence.

A memorandum from James Beninati to The Commission (see Document Exhibit #611), confirms that the State's test is not directly related to specific job specifications and fails to meet criteria for valid test construction. "The Written Communication material falls into two broad categories: one focuses on the correctness and appropriateness of the content and mechanics of written communication; the other on targeting, producing, and disseminating written communications in an organizational setting. The material in the former category parallels test material we have used before (some of it extensively). The material in the latter category, while covering areas which we have not often tested previously, was developed and included based on the request of subject matter experts. Those experts who reviewed it regarded it as straightforward and generic and not specific to individual programs candidates may or may not have worked in."

The State provides a list of SKAs for each test battery in instructions to test-takers but does not directly show the correspondence between these SKAs and job specifications. (See Document Exhibits #6512, #969). It acknowledges, "These written tests assess knowledge, skills, and/or abilities in such areas as: Written Communication (assesses developing written communications; reviewing written communications for mechanics, content and appropriateness; and managing written communication activities). Management and Supervision (assesses analyzing information for problem solution; communicating information within an organization and across organizations; interacting with others for the purposes of accomplishing work; monitoring quality, quantity and timeliness of work; designing and implementing action plans; assigning and scheduling work; and empower in others to act on their own initiative.").

The State makes available a list of jobs with a corresponding Battery Test number implying that one general exam applies to a host of positions (see Document Exhibit #6141).

The State provides a federal study as a model for providing evidence needed to establish the State's case for content validation of its test batteries. (See Document Exhibit #7929) No evidence can be found showing the application of this model in the case of the State's promotion test battery.

The Promotion Test Battery Technical Manual contains discussion of content validation of the Promotion Test Battery. It states that the battery had been developed and used a content validation model. However, evidence of this actual “use” was missing. For example, notable is the statement, “The essential elements of the content validation model included: identifying the knowledge, skills and abilities (KSA’s) that are critical to job performance...” with no accompanying documentation of this actually occurring.

Concluding Remarks

Findings from the analysis of New York State’s Civil Service Commission documentation that includes nearly 9,000 pages accompanied by depositions of the State’s personnel, have indicated:

- Both nearly 9,000 documents provided by New York State and testimony by its testing experts indicate that no official validation studies were conducted before or after the Battery Test was administered.
- The State ceased to administer the Battery Tests a year ago when it was challenged by threat of a court-ordered injunction.
- The State claimed it would validate the content of its tests for nearly 2,500 job titles, but failed to provide evidence of this validation. While its intentions and approach were outlined in its technical manual, the actual job analyses were lacking.
- Instead, the State developed general tests, collapsing the manifold and sundry jobs into broad categories or levels. Essentially from 2,500 to approximately 4 levels! These attempts toward content validation failed to satisfy national and international standards for content validation as set forth in theory. A valid test must have a connection to skills, knowledge, and abilities representative of specific jobs; the State, however, constructed and employed tests of general content. As noted earlier, guided by the principles of testing theory, it is the specificity with which test items correspond to job specifications that provides a “true” and better estimate of performance. “Many of the abuses of content validity are attributable to the use of broad dictionary definitions of knowledge, skills, and abilities which, if accepted by the adopting agencies, would allow claims of content validity in almost any situation. In many of these situations where content validity is inappropriately used, a criterion-related study would show that the test is, in fact, not job-related.” (Burns, 1996).
- “Subject Matter Experts” who convened to develop the tests were not representative of the varied array of job titles.
- Depositions reveal reliability data were obtained from arbitrary minority group individuals for whom little was established in the way of qualifications.

What is noteworthy about this analysis and the weight of evidence is that the disparate racial impact of the promotional test batteries administered by New York State Civil Service Commission can be attributed to a faulty testing procedure. The analysis discloses the absence of content validation by the State of its Battery Tests and confirms the State’s acts of negligence, malfeasance, and blatant discrimination.

The current testing formats employed by the New York State Civil Service Commission are by far too undifferentiated to adequately determine the “true” qualifications of candidates for the strikingly vast array of managerial positions. It is incumbent upon the State to fix this

and rethink what is an archaic selection process. Civil service testing as it is evidenced in this analysis and in its present format is outdated and inadequate to the task of accommodating the high degree of job differentiation it itself describes. It seems to me, from a social change perspective, the rise in both the number and skill demands of jobs requires major revamping in civil service testing practices to keep pace with these changes. The odious and repetitive use of “gross” as opposed to discrete and specific tests of abilities morphs these testing instruments into vehicles of institutionalized racism. A process that on its surface appears innocuous is a cloak for structured inequality. For now the test batteries serve as unfair exclusionary devices that jeopardize the life chances of protected classes of individuals.

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Appendix “A”

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State Evidence Review

Doc. ID refers to handnumbering, not Bates system, which was later adopted for the report

Left justified "Last Date noted" means no clear date was indicated - "best guess"

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364-365	10/26/96	NYS Dept.Civil Svc	No					
366-373	00/00/96	NYS Dept.Civil Svc	No					
374-447	10/26/96	NYS Dept.Civil Svc	No					

Last updated: 1/30/2008 at 12:31 PM

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526-529	00/00/96	NYS Dept.Civil Srvc	?					
530	07/03/01	?	?					
531	09/18/96	NYS Dept.Civil Srvc	No					
532	08/16/96	NYS Dept.Civil Srvc	?	Yes	#####	J. Beninati Interview		Informal content analysis?
533-542		N/A NYS Dept.Civil Srvc	No					
543-583	10/26/96	NYS Dept.Civil Srvc	No					
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1020	06/19/97	NYS Dept.Civil Srvc	No					
1021-1052	11/01/97	NYS Dept.Civil Srvc	No					
1053-1111	06/19/05	NYS Dept.Civil Srvc	No					
1112-1118	12/16/97	NYS Dept.Civil Srvc	No					
1119-1120	?	?	No					
1121	09/02/97	NYS Dept.Civil Srvc	No					

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Doc. ID (pages)	Last Date noted	Generated By	Is This a Validation?	Validated by State	If "Yes" - Date	If "Yes" - by Whom	If "Yes" by what method	If "Yes" - How Validated
1122	09/03/97	NYS Dept.Civil Srvc	No					
1123-1161	11/01/97	NYS Dept.Civil Srvc	No					
1162	12/11/97	NYS Dept.Civil Srvc	No					Informal content analysis?
1163-1164	12/09/97	NYS Dept.Civil Srvc	No					
1165-1171	?	NYS Dept.Civil Srvc	No					
1172-1180	?	NYS Dept.Civil Srvc	No					
1181-1190	11/197	NYS Dept.Civil Srvc	No					
1191-1194	12/16/98	NYS Dept.Civil Srvc	No					
1195-1219	11/15/97	NYS Dept.Civil Srvc	No					
1220-1233	12/04/97	NYS Dept.Civil Srvc	No					
1234	12/11/97	NYS Dept.Civil Srvc	No					Informal content analysis?
1235-1236	12/16/97	NYS Dept.Civil Srvc	No					
1237	?	?	No					
1238-1244	09/27/97	NYS Dept.Civil Srvc	No					
1245-1246	09/27/97	NYS Dept.Civil Srvc	No					
1247-1252	00/0/97	NYS Dept.Civil Srvc	No					
1253-1309	09/27/97	NYS Dept.Civil Srvc	No					
1310-1328	09/27/97	NYS Dept.Civil Srvc	No					
1329-1347	09/27/97	NYS Dept.Civil Srvc	No					
1348-1351	04/02/01	NYS Dept.Civil Srvc	No					
1352-1376	09/27/97	NYS Dept.Civil Srvc	No					
1377	03/17/97	NYS Dept.Civil Srvc	No					Informal content analysis?
1378	03/14/97	NYS Dept.Civil Srvc	No					
1379	03/12/97	NYS Dept.Civil Srvc	No					
1380-1385	03/11/97	NYS Dept.Civil Srvc	No					
1386-1387	03/12/97	NYS Dept.Civil Srvc	No					
1388-1389	03/11/97	NYS Dept.Civil Srvc	No					
1390-1391	03/00/97	NYS Dept.Civil Srvc	No					
1392	06/13/97	NYS Dept.Civil Srvc	No					
1393	07/02/97	NYS Dept.Civil Srvc	No					
1394	?	NYS Dept.Civil Srvc	No					
1395-1401	?	NYS Dept.Civil Srvc	No					
1402-1476	09/00/97	NYS Dept.Civil Srvc	No					

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Doc. ID (pages)	Last Date noted	Generated By	Is This a Validation?	Validated by State	If "Yes" - Date	If "Yes" - by Whom	If "Yes" by what method	If "Yes" - How Validated
1477-1496	?	NYS Dept.Civil Srvc	No					
1497	?	NYS Dept.Civil Srvc	No					
1498-1536	00/00/97	NYS Dept.Civil Srvc	No					
1538-1563	09/27/97	NYS Dept.Civil Srvc	No					
1564-1599	00/00/97	NYS Dept.Civil Srvc	No					
1600-1604	11/05/97	NYS Dept.Civil Srvc	No					
1605-1684	00/00/98	NYS Dept.Civil Srvc	No					
1685-1704	11/07/98	NYS Dept.Civil Srvc	No					
1705-1727	11/07/98	NYS Dept.Civil Srvc	No					
1728-1744	?	NYS Dept.Civil Srvc	No					
1745	09/24/97	NYS Dept.Civil Srvc	No					
1746	09/17/97	NYS Dept.Civil Srvc	No					
1747	?	NYS Dept.Civil Srvc	No					
1748-1757	?	NYS Dept.Civil Srvc	No					
1758-1826	11/07/98	NYS Dept.Civil Srvc	No					
1827-1828	12/14/98	NYS Dept.Civil Srvc	No					
1829-1830	12/15/98	NYS Dept.Civil Srvc	No					
1831	12/14/98	NYS Dept.Civil Srvc	No					
1832-1834	12/16/98	NYS Dept.Civil Srvc	No					
1835-1837	11/07/98	NYS Dept.Civil Srvc	No					
1838-1839	00/00/98	NYS Dept.Civil Srvc	No					
1840-1843	04/02/01	NYS Dept.Civil Srvc	No					
1844-1848	05/11/98	NYS Dept.Civil Srvc	No					
1849-1865	00/00/98	NYS Dept.Civil Srvc	No					
1866-1872	?	NYS Dept.Civil Srvc	No					
1873-1893	11/07/98	NYS Dept.Civil Srvc	No					
1894-1895	04/02/01	NYS Dept.Civil Srvc	No					
1896-1915	11/07/98	NYS Dept.Civil Srvc	No					
1916-1947	00/00/98	NYS Dept.Civil Srvc	No					
1948-1949	12/07/98	NYS Dept.Civil Srvc	No					
1950	12/15/98	NYS Dept.Civil Srvc	No					
1951	?	?	No					
1952-1953	?	?	No					

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Doc. ID (pages)	Last Date noted	Generated By	Is This a Validation?	Validated by State	If "Yes" - Date	If "Yes" - by Whom	If "Yes" by what method	If "Yes" - How Validated
1954-1957	12/16/98	NYS Dept.Civil Svc	No					
1958-1970	09/26/98	NYS Dept.Civil Svc	No					
1971-1976	00/00/98	NYS Dept.Civil Svc	No					
1977-2033	09/26/98	NYS Dept.Civil Svc	No					
2034-2044	09/26/98	NYS Dept.Civil Svc	No					
2045-2073	09/26/98	NYS Dept.Civil Svc	No					
2074-2098	09/26/98	NYS Dept.Civil Svc	No					
2099-2107	09/26/98	NYS Dept.Civil Svc	No					
2108-2111	00/00/98	NYS Dept.Civil Svc	No					
2112	06/10/97	NYS Dept.Civil Svc	No					
2113-2114	06/23/98	NYS Dept.Civil Svc	No					
2115	07/28/98	NYS Dept.Civil Svc	No					
2116-2153	?	NYS Dept.Civil Svc	No					
2154-2155	?	NYS Dept.Civil Svc	No					
2156-2163	?	NYS Dept.Civil Svc	No					
2164-2219	09/00/98	NYS Dept.Civil Svc	No					
2220	10/29/98	NYS Dept.Civil Svc	No					
2221-2229	11/09/98	NYS Dept.Civil Svc	No					
2230-2258	?	NYS Dept.Civil Svc	No					
2259-2260	?	NYS Dept.Civil Svc	No					
2261-2284	11/02/98	NYS Dept.Civil Svc	NO					
2285-2292	11/03/98	NYS Dept.Civil Svc	No					
2293-2316	09/26/98	NYS Dept.Civil Svc	No					
2317-2318	04/02/01	NYS Dept.Civil Svc	No					
2319	07/03/98	NYS Dept.Civil Svc	No					
2320-2335	00/00/98	NYS Dept.Civil Svc	No					
2336-2352	11/13/99	NYS Dept.Civil Svc	No					
2353-2356	00/00/99	NYS Dept.Civil Svc	No					
2357	09/09/99	NYS Dept.Civil Svc	No					
2358-2359	11/16/99	NYS Dept.Civil Svc	No					
2360	09/13/99	Will Martin	No					
2361	09/10/99	NYS Dept.Civil Svc	No					
2362	08/16/99	NYS Dept.Civil Svc	?					

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Doc. ID (pages)	Last Date noted	Generated By	Is This a Validation?	Validated by State	If "Yes" - Date	If "Yes" - by Whom	If "Yes" - by what method	If "Yes" - How Validated
2363-2388	11/13/99	NYS Dept. Civil Svc	No					
2389-2399	11/13/99	NYS Dept. Civil Svc	No					
2400-2473	11/13/99	NYS Dept. Civil Svc	No					
2474-2475	12/17/99	NYS Dept. Civil Svc	No					
2476-2479	00/00/99	NYS Dept. Civil Svc	No					
2480-2481	09/16/99	NYS Dept. Civil Svc	No					
2482	09/13/99	NYS Dept. Civil Svc	No					
2483-2503	?	NYS Dept. Civil Svc	No					
2504	?	NYS Dept. Civil Svc	No					
2505-2511	?	NYS Dept. Civil Svc	No					
2512	11/13/99	NYS Dept. Civil Svc	No					
2513-2534	11/13/99	NYS Dept. Civil Svc	No					
2535-2598	11/13/99	NYS Dept. Civil Svc	No					
2599-2600	12/17/99	NYS Dept. Civil Svc	No					
2601-2602	12/17/99	NYS Dept. Civil Svc	No					
2603	12/21/99	NYS Dept. Civil Svc	No					
2604-2606	12/16/99	NYS Dept. Civil Svc	No					
2607-2610	00/00/99	NYS Dept. Civil Svc	No					
2611-2655	12/06/99	NYS Dept. Civil Svc	No					
2655-2658	08/02/99	NYS Dept. Civil Svc	No					
2659-2666	10/02/99	NYS Dept. Civil Svc	No					
2667-2675	10/02/99	NYS Dept. Civil Svc	No					
2676-2733	00/00/99	NYS Dept. Civil Svc	No					
2734-2806	10/02/99	NYS Dept. Civil Svc	No					
2807	03/18/99	?	No					
2808	?	?	No					
2809	03/18/99	NYS Dept. Civil Svc	No					
2810	03/18/99	NYS Dept. Civil Svc	No					
2811-2814	08/03/99	NYS Dept. Civil Svc	No					
2815-2816	08/16/99	NYS Dept. Civil Svc	No					
2817-2857	10/02/99	NYS Dept. Civil Svc	No					
2858-2871	10/02/99	NYS Dept. Civil Svc	No					
2872-2955	10/02/99	NYS Dept. Civil Svc	No					

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Doc. ID (pages)	Last Date noted	Generated By	Is This a Validation?	Validated by State	If "Yes" - Date	If "Yes" - by Whom	If "Yes" - by what method	If "Yes" - How Validated
2956-2957	11/09/99	NYS Dept.Civil Srvc	No					
2958-2962	00/00/99	NYS Dept.Civil Srvc	No					
2963-2982	?	NYS Dept.Civil Srvc	No					
2983-2984	?	NYS Dept.Civil Srvc	No					
2985-2996	?	NYS Dept.Civil Srvc	No					
2997-2998	08/03/99	NYS Dept.Civil Srvc	No					
2999-3000	08/03/99	NYS Dept.Civil Srvc	No					
3001	08/08/99	NYS Dept.Civil Srvc	No					
3002-3010	10/02/99	NYS Dept.Civil Srvc	No					
NOTE: DOC. ID #3011-3112 were found to be inserted backwards in the evidence box and portions were upside down. Although we have stuck to protocol and continued numbering EXACTLY as the documents were found, we have attempted to recreate their original (intended) order, based on careful review, to facilitate analysis of the evidence en toto.								
For this reason the Doc. ID#s will not appear consecutively.								
3095-3112	?	NYS Dept.Civil Srvc	No					
3011-3014	00/00/00	NYS Dept.Civil Srvc	No					
3015	00/00/00	NYS Dept.Civil Srvc	No					
3016-3017	11/15/99	NYS Dept.Civil Srvc	No					
3018-3055	10/28/1999	NYS Dept.Civil Srvc	No					
3056-3057	08/04/99	NYS Dept.Civil Srvc	No					
3058-3059	04/02/01	NYS Dept.Civil Srvc	No					
3060-3061	?	NYS Dept.Civil Srvc	No					
3062-3064	11/10/99	NYS Dept.Civil Srvc	No					
3065-3067	11/10/99	NYS Dept.Civil Srvc	No					
3068-3092	10/02/99	NYS Dept.Civil Srvc	No					
3093-3094	?	NYS Dept.Civil Srvc	No					
PAGES RETURNED TO NORMAL ORDER								
3113-3197	00/00/00	NYS Dept.Civil Srvc	No					
3198-3209	10/28/00	NYS Dept.Civil Srvc	No					
3210-3215	00/00/00	NYS Dept.Civil Srvc	No					
3216-3264	10/28/00	NYS Dept.Civil Srvc	No					
3265-3275	10/28/00	NYS Dept.Civil Srvc	No					
3276-3297	10/28/00	NYS Dept.Civil Srvc	No					

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Doc. ID (pages)	Last Date noted	Generated By	Is This a Validation?	Validated by State	If "Yes" - Date	If "Yes" - by Whom	If "Yes" by what method	If "Yes" - How Validated
3298-3315	10/28/00	NYS Dept.Civil Svc	No					
3316-3323	10/28/00	NYS Dept.Civil Svc	No					
3324	10/00/00	NYS Dept.Civil Svc	No					
3325	05/02/00	NYS Dept.Civil Svc	No					
3326	10/00/00	NYS Dept.Civil Svc	No					
3327-3328	08/15/00	NYS Dept.Civil Svc	No					
3329-3333	08/16/00	NYS Dept.Civil Svc	No					
3334-3367	07/25/00	NYS Dept.Civil Svc	No					
3368-3402	00/00/00	NYS Dept.Civil Svc	No					
3403-3405	11/28/00	NYS Dept.Civil Svc	No					
3406-3407	11/30/00	NYS Dept.Civil Svc	No					
3408-3411	12/01/00	NYS Dept.Civil Svc	No					
3412-3449	12/01/00	NYS Dept.Civil Svc	No					
3450-3502	02/28/05	NYS Dept.Civil Svc	No					
3503-3504	00/00/00	NYS Dept.Civil Svc	No					
3505-3526	10/28/00	NYS Dept.Civil Svc	No					
3527-3547	11/10/00	NYS Dept.Civil Svc	No					
3548-3552	11/30/00	NYS Dept.Civil Svc	No					
3553-3556	00/00/00	NYS Dept.Civil Svc	No					
3557-3642	00/00/00	NYS Dept.Civil Svc	No					
3643-3652	09/09/00	NYS Dept.Civil Svc	No					
3653-3658	00/00/00	NYS Dept.Civil Svc	No					
3659-3688	09/09/00	NYS Dept.Civil Svc	No					
NOTE DOC. ID #3689-3960 were found to be inserted upside down and backwards in the evidence box								
3903-3960	09/09/00	NYS Dept.Civil Svc	No					
3864-3902	09/09/00	NYS Dept.Civil Svc	No					
3853-3863	09/09/00	NYS Dept.Civil Svc	No					
3842-3852	09/09/00	NYS Dept.Civil Svc	No					
3832-3841	09/09/00	NYS Dept.Civil Svc	No					
3831	04/05/00	NYS Dept.Civil Svc	No					
3829-3830	06/29/00	NYS Dept.Civil Svc	No					
3828	06/27/00	NYS Dept.Civil Svc	No					
3789-3827	05/30/00	NYS Dept.Civil Svc	No					

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Doc. ID (pages)	Last Date noted	Generated By	Is This a Validation?	Validated by State	If "Yes" - Date	If "Yes" - by Whom	If "Yes" by what method	If "Yes" - How Validated
3733-3788	09/09/00	NYS Dept.Civil Srv	No					
3732	10/24/00	NYS Dept.Civil Srv	No					
3726-3731	09/09/00	NYS Dept.Civil Srv	No					
3689-3725	00/00/00	NYS Dept.Civil Srv	No					
	END OF EVIDENCE BOX ONE							
3961								
3962-3968	10/27/01	NYS Dept.Civil Srv	No					
3969-3974	00/00/01	NYS Dept.Civil Srv	No					
3975-4009	10/27/01	NYS Dept.Civil Srv	No					
4010-4028	10/27/01	NYS Dept.Civil Srv	No					
4029-4054	10/27/01	NYS Dept.Civil Srv	No					
4055-4066	03/16/01	NYS Dept.Civil Srv	?					
4067-4068	05/23/01	NYS Dept.Civil Srv	No					
4069-4070	08/07/01	NYS Dept.Civil Srv	No					
4071	08/02/01	NYS Dept.Civil Srv	No					
4072-4109	10/27/01	NYS Dept.Civil Srv	No					
4110-4121	10/27/01	NYS Dept.Civil Srv	No					
4122-4131	10/27/01	NYS Dept.Civil Srv	No					
4132-4140	10/27/01	NYS Dept.Civil Srv	No					
4141-4175	10/27/01	NYS Dept.Civil Srv	No					
4176-4213	12/07/01	NYS Dept.Civil Srv	No					
4214-4245	10/27/01	NYS Dept.Civil Srv	No					
4246-4247	02/02/01	NYS Dept.Civil Srv	No					
4248	00/00/01	NYS Dept.Civil Srv	No					
4249-4250	07/10/01	NYS Dept.Civil Srv	No					
4251-4276	10/27/01	NYS Dept.Civil Srv	No					
4277-4314	11/19/01	NYS Dept.Civil Srv	No					
4315-4318	09/22/01	NYS Dept.Civil Srv	No					
4319-4326	09/22/01	NYS Dept.Civil Srv	No					
4327-4334	09/22/01	NYS Dept.Civil Srv	No					
4335-4402	09/22/01	NYS Dept.Civil Srv	No					
4403-4420	09/22/01	NYS Dept.Civil Srv	No					
4421-4432	09/22/01	NYS Dept.Civil Srv	No					

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4433-4467	09/22/01	NYS Dept.Civil Srvc	No					
4468-4473	04/11/01	NYS Dept.Civil Srvc	No					
4474-4475	07/19/01	NYS Dept.Civil Srvc	No					
4476-4479	07/20/01	NYS Dept.Civil Srvc	No					
4480-4535	06/12/00	NYS Dept.Civil Srvc	No					
4536-4598	01/12/02	NYS Dept.Civil Srvc	No					
4599-4600	02/15/02	NYS Dept.Civil Srvc	No					
4601-4633	02/15/02	NYS Dept.Civil Srvc	No					
4634-4694	01/12/02	NYS Dept.Civil Srvc	No					
4695	02/28/02	NYS Dept.Civil Srvc	No					
4696-4699	02/22/02	NYS Dept.Civil Srvc	No					
4700-4701	01/02/00	NYS Dept.Civil Srvc	No					
4702	01/12/02	NYS Dept.Civil Srvc	No					
4703-4704	08/03/01	NYS Dept.Civil Srvc	No					
4705-4732	07/10/01	NYS Dept.Civil Srvc	No					
4733-4759	02/06/02	NYS Dept.Civil Srvc	No					
4760-4765	02/22/02	NYS Dept.Civil Srvc	No					
4766-4769	09/21/02	NYS Dept.Civil Srvc	No					
4770-4777	10/05/02	NYS Dept.Civil Srvc	No					
4778-4785	10/05/02	NYS Dept.Civil Srvc	No					
4786-4841	10/05/02	NYS Dept.Civil Srvc	No					
4842-4866	10/05/02	NYS Dept.Civil Srvc	No					
4867-4891	10/05/02	NYS Dept.Civil Srvc	No					
4892-4903	10/05/02	NYS Dept.Civil Srvc	No					
4904-4907	06/24/05	NYS Dept.Civil Srvc	No					
4908-4909	06/26/02	NYS Dept.Civil Srvc	No					
4910-4967	06/28/02	NYS Dept.Civil Srvc	No					
4968-5025	11/04/02	NYS Dept.Civil Srvc	No					
5026-5027	11/19/02	NYS Dept.Civil Srvc	No					
5028-5060	12/04/02	NYS Dept.Civil Srvc	No					
5061-5104	11/04/02	NYS Dept.Civil Srvc	No					
5104-5128	10/05/02	NYS Dept.Civil Srvc	No					
5129-5150	11/05/02	NYS Dept.Civil Srvc	No					

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5151-5155	07/30/02	NYS Dept.Civil Svc	No					
5156-5159	11/16/02	NYS Dept.Civil Svc	No					
5160-5166	11/16/02	NYS Dept.Civil Svc	No					
5167-5169	11/16/02	NYS Dept.Civil Svc	No					
5170-5175	?	NYS Dept.Civil Svc	No					
5176-5227	11/16/02	NYS Dept.Civil Svc	No					
5228-5247	11/16/02	NYS Dept.Civil Svc	No					
5248-5270	11/16/02	NYS Dept.Civil Svc	No					
5271-5281	11/16/02	NYS Dept.Civil Svc	No					
5282-5290	11/16/02	NYS Dept.Civil Svc	No					
5291-5292	04/25/02	NYS Dept.Civil Svc	No					
5293-5294	07/09/02	NYS Dept.Civil Svc	No					
5295-5297	07/10/02	NYS Dept.Civil Svc	No					
5298-5300	07/16/02	NYS Dept.Civil Svc	No					
5301-5331	11/16/02	NYS Dept.Civil Svc	No					
5332-5351	11/16/02	NYS Dept.Civil Svc	No					
5352-5353	01/03/03	NYS Dept.Civil Svc	No					
5354-5398	01/03/03	NYS Dept.Civil Svc	No					
5399-5441	11/16/02	NYS Dept.Civil Svc	No					
5442-5469	01/03/03	NYS Dept.Civil Svc	No					
5470-5511	12/11/02	NYS Dept.Civil Svc	No					
5512-5514	01/13/03	NYS Dept.Civil Svc	No					
5515-5554	09/10/04	NYS Dept.Civil Svc	No					
5555-5616	05/19/04	NYS Dept.Civil Svc	No					
5617	05/26/04	NYS Dept.Civil Svc	No					
5618-5623	05/27/04	NYS Dept.Civil Svc	No					
5624-5776	06/26/05	NYS Dept.Civil Svc	No					
5777-5780	06/26/05	NYS Dept.Civil Svc	No					
5781-5783	04/19/04	NYS Dept.Civil Svc	No					
5784-5786	04/24/04	NYS Dept.Civil Svc	No					
5787-5792	04/24/04	NYS Dept.Civil Svc	No					
5793-5840	04/24/04	NYS Dept.Civil Svc	No					
5841-5855	04/24/04	NYS Dept.Civil Svc	No					

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5856-5867	04/24/04	NYS Dept.Civil Svc	No					
5868-5887	04/24/04	NYS Dept.Civil Svc	No					
5888-5894	04/24/04	NYS Dept.Civil Svc	No					
5895-5899	06/26/05	NYS Dept.Civil Svc	No					
5900	05/26/04	NYS Dept.Civil Svc	No					
5901-5903	09/10/04	NYS Dept.Civil Svc	No					
5904-5905	05/27/04	NYS Dept.Civil Svc	No					
5906-6048	05/21/04	NYS Dept.Civil Svc	No					
6049-6052	06/08/04	NYS Dept.Civil Svc	No					
6053-6072	04/24/04	NYS Dept.Civil Svc	No					
6073-6082	01/16/04	NYS Dept.Civil Svc	No					
6083-6084	02/02/01	NYS Dept.Civil Svc	No					
6085	02/20/04	NYS Dept.Civil Svc	No					
6086-6153	06/26/05	NYS Dept.Civil Svc	No					
6154-6157	06/26/05	NYS Dept.Civil Svc	No					
6158-6167	03/13/04	NYS Dept.Civil Svc	No					
6168-6175	03/13/04	NYS Dept.Civil Svc	No					
6176-6241	03/13/04	NYS Dept.Civil Svc	No					
6242-6279	03/13/04	NYS Dept.Civil Svc	No					
6280-6303	03/13/04	NYS Dept.Civil Svc	No					
6304-6312	03/13/04	NYS Dept.Civil Svc	No					
6313-6315	03/13/04	NYS Dept.Civil Svc	No					
6316	03/13/04	NYS Dept.Civil Svc	No					
6317-6371	02/10/04	NYS Dept.Civil Svc	No					
6372-6555	04/12/04	NYS Dept.Civil Svc	No					
6556-6602	04/16/04	NYS Dept.Civil Svc	No					
6603-6661	04/12/04	NYS Dept.Civil Svc	No					
6662-6834	04/16/04	NYS Dept.Civil Svc	No					
6835-6861	05/03/04	NYS Dept.Civil Svc	No					
6862-6866	11/20/03	NYS Dept.Civil Svc	No					
6867-6911	04/08/04	NYS Dept.Civil Svc	No					
6912-6913	03/31/04	NYS Dept.Civil Svc	No					
6914-6939	2004?	NYS Dept.Civil Svc	No					

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Doc. ID (pages)	Last Date noted	Generated By	Is This a Validation?	Validated by State	If "Yes" - Date	If "Yes" - by Whom	If "Yes" by what method	If "Yes" - How Validated
6940	05/03/04	NYS Dept.Civil Srvc	No					
6941-6942	04/23/04	NYS Dept.Civil Srvc	No					
6943-7356	11/05/02	NYS Dept.Civil Srvc	No					
7357-7387	09/01/93	Michigan Dept.Civil Srvc						
7388-7413	?	Michigan Dept.Civil Srvc						
7414-7443	12/01/95	NYS Dept.Civil Srvc						
7444-7445	?	NYS Dept.Civil Srvc						
7446-7468	?	NYS Dept.Civil Srvc						
7469-7471	01/05/98	NYS Dept.Civil Srvc						
7472-7480	?	NYS Dept.Civil Srvc						
7482-7483	01/19/01	NYS Dept.Civil Srvc						
7483	01/05/98	NYS Dept.Civil Srvc						
7484-7487	10/26/96	NYS Dept.Civil Srvc						
7488-7491	09/21/96	NYS Dept.Civil Srvc						
7492-7493	10/26/96	NYS Dept.Civil Srvc						
7494-7495	07/24/96	NYS Dept.Civil Srvc						
7496-7503	06/02/88	NYS Dept.Civil Srvc						
7504-7510	06/04/91	NYS Dept.Civil Srvc						
7511-7515	06/05/07	NYS Dept.Civil Srvc						
7516-7526	11/15/97	NYS Dept.Civil Srvc						
END OF EVIDENCE BOX TWO								
7527-7559	12/01/95	NYS Dept.Civil Srvc						
7560-7561	10/26/96	NYS Dept.Civil Srvc						
7562-7564	01/16/96	NYS Dept.Civil Srvc						
7565-7567	02/26/96	NYS Dept.Civil Srvc						
7568-7570	04/17/96	NYS Dept.Civil Srvc						
7571-7572	05/03/96	NYS Dept.Civil Srvc						
7573-7575	05/31/96	NYS Dept.Civil Srvc						
7576-7577	06/05/96	NYS Dept.Civil Srvc						
7578-7581	06/14/96	NYS Dept.Civil Srvc						
7582	08/15/96	NYS Dept.Civil Srvc						
7583-7590	06/18/05	NYS Dept.Civil Srvc						
7591-7708	11/14/96	NYS Dept.Civil Srvc						

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Doc. ID (pages)	Last Date noted	Generated By	Is This a Validation?	Validated by State	If "Yes" - Date	If "Yes" - by Whom	If "Yes" by what method	If "Yes" - How Validated
7709-7711	11/18/96	NYS Dept.Civil Srvc						
7712	12/06/96	NYS Dept.Civil Srvc						
7713-7721	12/16/96	NYS Dept.Civil Srvc						
7722	05/27/97	NYS Dept.Civil Srvc						
7723	09/02/97	NYS Dept.Civil Srvc						
7724-7725	09/03/97	NYS Dept.Civil Srvc						
7726	11/10/97	NYS Dept.Civil Srvc						
7727-7731	Sept. '97	NYS Dept.Civil Srvc						
7732-7734	11/12/97	NYS Dept.Civil Srvc						
7735-7738	Sept. '97	NYS Dept.Civil Srvc						
7739-7742	Nov. '97	NYS Dept.Civil Srvc						
7743-7752	12/05/97	NYS Dept.Civil Srvc						
7753-7755	12/30/97	NYS Dept.Civil Srvc						
7756-7759	11/05/97	NYS Dept.Civil Srvc						
7760-7761	07/02/98	NYS Dept.Civil Srvc						
7762-7764	09/22/98	NYS Dept.Civil Srvc						
7765-7766	09/22/98	NYS Dept.Civil Srvc						
7767-7772	09/22/98	NYS Dept.Civil Srvc						
7773	10/29/98	NYS Dept.Civil Srvc						
7774-7780	11/04/98	NYS Dept.Civil Srvc						
7781-7782	11/05/98	NYS Dept.Civil Srvc						
7783-7787	12/14/98	NYS Dept.Civil Srvc						
7788-7793	08/03/99	NYS Dept.Civil Srvc						
7794-7795	08/13/99	NYS Dept.Civil Srvc						
7796-7807	11/05/99	NYS Dept.Civil Srvc						
7808-7811	11/09/99	NYS Dept.Civil Srvc						
7812-7819	11/09/99	NYS Dept.Civil Srvc						
7820-7823	12/21/99	NYS Dept.Civil Srvc						
7824	12/16/99	NYS Dept.Civil Srvc						
7825	12/16/99	NYS Dept.Civil Srvc						
7826-7827	06/27/00	NYS Dept.Civil Srvc						
7828-7831	07/03/00	NYS Dept.Civil Srvc						
7832-7869	06/05/00	NYS Dept.Civil Srvc						

Doc. ID	Last Date	Is This a	Validated	"Yes" -	If "Yes" -	If "Yes" -	If "Yes" -
(pages)	noted	Generated By	Validation?	by State	Date	Whom	by what method
7870-7871	07/10/00	NYS Dept. Civil Svc					
7872	10/06/00	NYS Dept. Civil Svc					
7873	10/10/00	NYS Dept. Civil Svc					
7874-7877	10/10/00	NYS Dept. Civil Svc					
7878-7880	10/12/00	NYS Dept. Civil Svc					
7881	11/30/00	NYS Dept. Civil Svc					
7882-7883	02/02/01	NYS Dept. Civil Svc					
7884-7885	08/10/01	NYS Dept. Civil Svc					
7886-7888	12/06/01	NYS Dept. Civil Svc					
7889-7900	02/15/02	NYS Dept. Civil Svc					
7901-7902	01/03/03	NYS Dept. Civil Svc					
7903-7904	01/16/04	NYS Dept. Civil Svc					
7905	01/16/04	NYS Dept. Civil Svc					
7906	?	NYS Dept. Civil Svc					

END OF EVIDENCE BOX THREE

DATA received from ongoing discovery is not included in this file because it duplicates extant material already reviewed. No evidence

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Doc. ID (pages)	Comment
1-9	1996 Announcement of Promotion Test Battery: Supervisors & Specialists (No. 01-001) for promotion up to SG-26 and M-1
10-21	1996 Study Guide (01-001) for Promotion Test Batteries Supervisors & Specialists
22 - 39	1996 Promotion Test Battery: Supervisors & Specialists, Resource Booklet 435-D
40--78	1996 Promotion Test Battery: Supervisors & Specialists, Test Booklet 435-D
79-83	1996 Promotion Test Battery: Supervisors & Specialists, Answer Sheet Packet 435-D, Problems 1 & 2
84-107	1996 Promotion Test Battery Response Booklet 435-D
108-158	1996 Promotion Test Battery: Supervisors & Specialists Test Booklet and Scoring Sheets 436-D
159-162	1996 List of SME's with their Agency Heads
163-166	Simulation SME's
167-232	Key Approval Request and Item Analysis Justification for Supervisors & Specialists Series
233	Blank sheet
234-235	Multiple Choice SME's
236-244	Promotion Test Battery: Supervisors & Specialists 436-D
245-248	Item Analysis
249-250	SME's for 2000
251-265	Sample Promo Test Battery: Mid Level & High Level Managers & Admin. 469-F Test with notes about Item Analysis
266-268	Item Analysis, presumably of Promo Test Battery 469-F
269-270	Announcement of Sensitivity & Post-Test Review Session for 2000 Promotion Test Battery Mid-Level & High-Level Mgrs & Admin.
271-297	Key Approval Request and Item Analysis Justification for Mid-Level & High-Level Mgrs & Admin.
298-335	2001 Promotion Test Battery Supervisors & Specialists - SG-26 and M-1
336-339	Key Approval Request and Item Analysis Justification for Supervisors & Specialists Series 436-D
340	Blank sheet
341-344	1996 Promotion Test Batteries: Mid-Level and High-Level Managers and Admin. SG-27 thru SG-38, M-2 thru M-8
345-356	1996 Study Guide (02-001) for Promotion Test Batteries Mid-Level and High-Level Managers and Administrators
357-363	1996 Promotion Test Battery Mid-Level and High-Level Managers and Administrators series Special Monitor's Instructions for Administration of Written Test
364-365	1996 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators series, Candidate Directions
366-373	1996 Promotion Test Battery Written Simulation Sample Problem Booklet 731-S
374-447	1996 Promotion Test Battery Mid-Level and High-Level Managers and Administrators series Written Simulations Test Booklet 487-D

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Doc. ID (pages)	Comment
448-457	1996 Promotion Test Battery Mid-Level and High-Level Manager and Administrators series Written Simulation Answer Sheet Packet 487-D
458-491	1996 Promotion Test Battery Mid-Level and High-Level Manager and Administrators series Written Simulation Response Booklet 487-P
492-521	1996 Promotion Test Battery Mid-Level and High-Level Managers and Administrators series Test Booklet 488-D
522-525	Simulation SME's with notations
526-529	Promotion Test Battery Level 2 - List of Subject Matter Experts and Agency Heads
530	List of Reviewers by Year with Levels and Ethnicities
531	Pre-Examination Key Approval Request and Item Analysis Justification for Written Communication and Management and Supervision
532	Interoffice Memorandum which references an attachment (Prior Approval Request) which was not present
533-542	Materials and instructions for scoring the Promotion Test Battery : Mid-Level and High-Level Managers and Administrators
543-583	Sample Promotion Test Battery: Mid-Level and High-Level Managers and Administrators Written Simulation Test Booklet 487-D with notes about Item Analysis
584-600	Promotion Test Battery: Mid-Level and High-Level Managers and Administrators Written Simulation Response Booklet 487-P
601-693	Detailed Item Analysis of Mid-Level and High-Level Managers for Simulation Problem 1 including Reliability Analysis - Mantel-Haenszel Analysis - Differential Item Functioning Statistics Level 2/3 T
694-733	Promotion Test Battery: Mid-Level and High-Level Managers and Administrators Written Simulation Response Booklet Problem Two 487-D with notes about Item Analysis
734-740	Item Analysis - Table Eight, Problem Two: Item Means, Standard Deviations, Correlations & IRIs
741-835	Item Analysis Tables and Charts
836-837	Multiple Choice SME's with notations
838-867	Promotion Test Battery: Mid-Level and High-Level Managers and Administrators Series 488-D with statistical notations
868-881	Item Analysis Report - Level 2 Promotion Battery - Tables and charts with notations
882-884	Examiners Recommendations on 488-D
885	Blank sheet
886-952	Announcement of 1997 Promotion Test Battery No 01-001 Supervisors and Specialists for promotion up to SG-26 and M-1
953-971	1997 Promotion Test Battery: Supervisors and Specialists Series Written Simulation Response Booklet for 464-P
972-981	1997 Promotion Test Battery: Supervisors and Specialists Series Written Simulation Answer Sheet Packet
982-1013	1997 Promotion Test Battery: Supervisors and Specialists Series 465-A
1014	Pre-Examination Key Approval Request and Item Analysis Justification for Written Communications, Analysis of Information and Managing and Supervising Subordinate Staff
1015-1018	Confidential letters to SME's re: Promotion Test Battery for Supervisors and Specialists
1019	\$400 Itemized Statement of Professional Services Rendered for SME's
1020	Letter to SME with parking permit
1021-1052	1997 Promotion Test Battery: Supervisors and Specialists Series Written Simulation Test Booklet 464-A
1053-1111	Item Analysis Report - Level One - Tables and charts with notations
1112-1118	Key Approval Request and Item Analysis Justification for Supervisors and Specialists series 464-A
1119-1120	List of Individuals (presumably SME's) giving Name, Phone #, Agency & Title with notations
1121	Announcement of Sensitivity Review Session for Promotion Test Battery for Supervisors and Specialists for promotion up to SG-26 and M-1

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1122	Announcement of Sensitivity Review Session for Promotion Test Battery for Supervisors and Specialists for promotion up to SG-26 and M-1
1123-1161	Sample Promotion Test Battery: Supervisors and Specialists Series Written Simulation Test Booklet 464-A with notes about Item Analysis
1162	Memorandum to Appeal Reviewers re: SME's review of Simulation Problem Two outlining recommended changes
1163-1164	Announcement and Agenda for Sensitivity Review Session for Promotion Test Battery for Level 1
1165-1171	Portion of an unknown Promotion Test Battery with Item Analysis notations
1172-1180	Sample Answer Sheet for an unknown year - Promotion Test Battery Supervisors and Specialists Series 464-A Problem 2
1181-1190	Item Analysis Report - Level One - Tables and charts with notations
1191-1194	Key Approval Request and Item Analysis Justification for Supervisors and Specialists series 464-A
1195-1219	Portion of Promotion Test Battery: Supervisors and Specialists Series 465-A with Item Analysis notations
1220-1233	1997 Item Analysis Report for Level One Written Communication with tables and charts
1234	Memorandum re: Post-test Sensitivity Review of Multiple Choice Portion of 01-001 (1997) outlining recommendations of various ethnic groups
1235-1236	Key Approval Request and Item Analysis Justification for Supervisors and Specialists 465-A
1237	Blank sheet
1238-1244	Special Monitor's Instructions for Admin. Of Written Test for Mid-Level and High Level Managers and Administrators series
1245-1246	Directions for 1997 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators Series
1247-1252	1997 Promotion Test Battery Guide Highlights: Information for Candidates at the Test Site
1253-1309	1997 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators Series Written Simulation Test Booklet 459-H
1310-1328	1997 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators Series Written Simulation Response Booklet 459-P
1329-1347	1997 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators Series Written Simulation Answer Sheet Packet
1348-1351	Simulation SME's with notations
1352-1376	1997 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators Series 460-H
1377	Confidential letter to SME re: mtg to discuss writing "simulations that will assess critical job related supervision and management skills."
1378	Confidential letter to SME following up March 12th letter
1379	Confidential letter to SME re: mtg to write the simulation portion of Test Battery for Mid-Level and High-Level Managers and Administrators.
1380-1385	Multiple copies of Confidential letter to various SME's re: mtg. to write the simulation portion of Test Battery for Mid-Level and High-Level Managers and Administrators.
1386-1387	Confidential letter to SME as cover to packet of information for mtg to write the simulation portion of Test Battery for Mid-Level and High-Level Managers and Administrators.
1388-1389	Confidential letter to SME as cover to packet of information for mtg to write the simulation portion of Test Battery for Mid-Level and High-Level Managers and Administrators.
1390-1391	List of SME's with Agency and Address and handwritten notations
1392	Announcement of Sensitivity Review Session for Promotion Test Battery for Mid-Level and High-Level Managers and Administrators
1393	Pre-examination Key Approval Request and Item Analysis Justification for Written Communications and Management & Supervision
1394	Blank form apparently used to note a "Missing Test Cover Page"
1395-1401	Portions of Answer Sheet packet for Promotion Test Battery - Mid-Level and High-Level Managers and Administrators Series 459-H
1402-1476	Item Analysis Report - Tables and Charts for Level II - Problem One

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1477-1496	Portions of Test Booklet (presumably Mid-Level and High-Level Managers and Administrators 459-H) with Item Analysis notations
1497	Portion of Answer Sheet packet for Promotion Test Battery - Mid-Level and High-Level Manager and Administrators 459-H Problem 2
1498-1536	Item Analysis Report - Tables and Charts for Level II - Problem Two
1538-1563	1997 Promotion Test Battery: Mid-Level and High-Level Manager and Administrators Series 460-H
1564-1599	Item Analysis Report - 1997 Mid and High Level Managers and Administrators Battery
1600-1604	Key Approval Request and Item Analysis Justification for 1997 Promotion Test Battery: Manager and Administrators 460-H with memo outlinings SME's and session dates
1605-1684	Announcement of 1998 Promotion Test Battery No. 01-001 Supervisors and Specialists for promotion up to SG-26 and M-1
1685-1704	1998 Promotion Test Battery No. 01-001 Supervisors and Specialists Series Test Booklet 486-E
1705-1727	1998 Promotion Test Battery: Supervisors and Specialists Series Written Simulation Answer Sheet Packet
1728-1744	Portion of Test Battery (presumably Supervisors and Specialist 486-E) with Item Analysis notations
1745	Pre-Examination Key Approval Request and Item Analysis Justification for Written Communications, Analysis of Information and Managing and Supervising Subordinate Staff
1746	Memorandum re: documentation of SME's analysis of the Promotion Test Battery in the areas of Written Communication, Analysis of Information and Managing and Supervising Subordinate Staff
1747	Answer Sheet for Promotion Test Battery Supervisors and Specialists Series 485-E Problem One
1748-1757	Portion of Response Booklet Problem One (presumably for Promotion Test Battery Supervisors and Specialists 485-E)
1758-1826	Item Analysis Report - Tables and Charts for Level I - Problem One Supervisors and Specialists
1827-1828	Announcement of Sensitivity Review Session for 1998 Promotion Test Battery: Supervisors and Specialists
1829-1830	Memorandum re: Summary of Sensitivity Review Panel Comments for Level 1, Problem One
1831	Memorandum re: Post-test Review of Simulation Problem One
1832-1834	Key Approval Request and Item Analysis Justification for Promotion Test Battery Level One, Problem One on 485-E
1835-1837	Item Analysis for Supervisors and Specialists Simulation Problem One (tables)
1838-1839	List of 1998 Battery SME's with name, job title and department
1840-1843	Simulation SME's with notations
1844-1848	Confidential Memorandum to SME's re: writing the Written Simulation portion of the Promotion Test Battery
1849-1865	Portion of Test Booklet for Problem Two (presumably Supervisors and Specialists 485-E)
1866-1872	Portion of Response Booklet Problem Two (presumably for Promotion Test Battery Supervisors and Specialists 485-E)
1873-1893	Item Analysis Report - Tables and Charts for 1998 Supervisors and Specialists Promotion Test Battery - Simulation Problem Two
1894-1895	List of Multiple Choice SME's with agency and year.
1896-1915	1998 Promotion Test Battery: Supervisors and Specialists Series Test Booklet 486-E
1916-1947	Item Analysis Report for 1998 Promotion Battery - Supervisors and Specialists
1948-1949	Memorandum re: Job Expert Meeting to Review Level 1 Battery
1950	Memorandum re: Post-test sensitivity Review outlining recommendations of various protected classes
1951	Blank sheet of blue paper
1952-1953	Handwritten notations which appear to be in reference to the item analysis

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1954-1957	Key Approval Request and Item Analysis Justification for Promotion Test Battery: Supervisors and Specialists, 486-E
1958-1970	Announcement of 1998 Promotion Test Battery No. 02-001 Mid-Level and High-Level Managers and Administrators for promotions to SG-27 through SG-38 and M-2 through M-8
1971-1976	1998 Promotion Test Battery Guide Highlights: Information for Candidates at the Test Site
1977-2033	1998 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators Series Written Simulation Test Booklet, 407-E
2034-2044	1998 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators Series Written Simulation Answer Sheet Packet
2045-2073	1998 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators Series Written Simulation Response Booklet, 407-P
2074-2098	1998 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators Series Test Booklet, 408-E
2099-2107	Computational Review Materials for Promotion Test Battery: Mid-Level and High-Level Managers and Administrators Series.
2108-2111	List of 1998 Battery SME's with name, job title and department
2112	Announcement of Sensitivity Review Session for Promotion Test Battery for Mid-Level and High-Level Managers and Administrators
2113-2114	Memorandum re: Materials for SME's to perform Item Analysis
2115	Pre-examination Key Approval Request and Item Analysis Justification for Written Communications and Management & Supervision
2116-2153	Portions of Test Booklet (presumably Mid-Level and High-Level Managers and Administrators 407-E) with Item Analysis notations
2154-2155	Portion of Answer Sheet packet for Promotion Test Battery - Mid-Level and High-Level Manager and Administrators 407-E Problem One
2156-2163	Portion of Response Booklet for Promotion Test Battery: Supervisors & Specialists, 485-E
2164-2219	Item Analysis Report for 1998 Promotion Battery Level 2, Problem One
2220	Announcement of Sensitivity Review Session for 1998 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators for positions Grade 27 and M-2 through Grade 38 and M-8 L
2221-2229	Key Approval Request and background documentation for Promotion Test Battery Level Two Problem One, 407-E
2230-2258	Portion of Response Booklet (presumably for Promotion Test Battery: Mid-Level and High-Level Managers and Administrators, 407-E) with item analyses notations.
2259-2260	Portion of Answer Sheet packet for Promotion Test Battery - Mid-Level and High-Level Managers and Administrators 407-E
2261-2284	Item Analysis Report for 1998 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators, Simulation Problem Two
2285-2292	Memorandum re: SME Appeal Review - Simulation Problem Two and attached Appeals for Key Approval Request for 407-E
2293-2316	Portion of Test Booklet for Promotion Test Battery: Mid-Level and High-Level Managers and Administrators Series, 408-E with Item Analyses notations.
2317-2318	List of Multiple Choice SME's with agency and year.
2319	Memorandum re: Pre-Test Sensitivity Review for Higher-Level Battery with recommendations of various protected classes.
2320-2335	Item Analysis Report for 1998 Promotion Test Battery: Written Communication - Level 2/3
2336-2352	1999 Promotion Test Battery: Supervisors and Specialists Series Written Simulation Answer Sheet Packet
2353-2356	List of 1999 SMEs by team with job title and previous experience
2357	Announcement of Sensitivity Review Session for 1999 Promotion Test Battery: Supervisory, Managerial and Specialist Positions
2358-2359	Memorandum re: Sensitivity Review Session for Level 1 Battery Problem 2 with recommendations of various SMEs
2360	Memorandum re: Sensitivity Review Session for Level 1 Battery Problem 2 with recommendations of various SMEs
2361	Announcement of Sensitivity Review Session for 1999 Promotion Test Battery: Supervisors & Specialists
2362	Memorandum re: Attached Prior Approval Request which indicates the existence of job analysis materials

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2363-2388	1999 Promotion Test Battery: Supervisors and Specialists Series Written Simulation Test Booklet, 470-B
2389-2399	1999 Promotion Test Battery: Supervisors and Specialists Series Written Simulation Response Booklet, 470-P
2400-2473	Item Analysis Report for 1999 Promotion Test Battery: Supervisors and Specialists, Problem 1
2474-2475	Announcement of Sensitivity Review Session for 1999 Promotion Test Battery: Supervisors & Specialists
2476-2479	List of 1999 SMEs by team with job title and previous experience
2480-2481	Memorandum re: Sensitivity Review Session for Level 1 Battery Problem 2 with recommendations of various SMEs
2482	Memorandum re: Sensitivity Review Session for Level 1 Battery Problem 2 with recommendations of various SMEs
2483-2503	Portion of Test Booklet for Promotion Test Battery: Supervisors and Specialists, 470-B with Item Analyses notations.
2504	Answer Sheet for Promotion Test Battery Supervisors and Specialists Series 470-B Problem Two
2505-2511	Portion of Response Booklet (Supervisors and Specialists, 470-B, Problem Two) with item analyses notations.
2512	Item Analysis chart for Level 1, Problem 2 of 470-B
2513-2534	1999 Promotion Test Battery: Supervisors and Specialists Series, 471-B with item analysis notations
2535-2598	Item Analysis Report for 1999 Promotion Test Battery: Supervisors and Specialists, Problem 2
2599-2600	Announcement of Sensitivity Review Session for 1999 Promotion Test Battery: Supervisors and Specialists
2601-2602	Memorandum re: Post Test Sensitivity Review Session for 1999 Promotion Test Battery for Supervisors & Specialists with recommendations of various protected classes.
2603	Key Approval Request for Promotion Test Battery: Supervisors and Specialists Series, Problem 2, 470-B
2604-2606	Memorandum: re: Post-test SME Review of Simulation Problem 2, Promotion Test Battery for Supervisors and Specialists Held Nov. 13, 1999 with back-up documentation
2607-2610	List of 1999 SMEs by team with job title and previous experience
2611-2655	Item Analysis Report for 1999 Promotion Test Battery: Supervisors and Specialists, Written Communication
2655-2658	Announcement of 1999 Promotion Test Battery No. 02-001 Mid-Level and High-Level Managers and Administrators for promotions to SG-27 through SG-38 and M-2 through M-8
2659-2666	1999 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators for promotions to SG-27 through SG-38 and M-2 through M-8 Directions and Guide Highlights
2667-2675	1999 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators for promotions to SG-27 through SG-38 and M-2 through M-8 Special Monitor's Instructions for Written Test
2676-2733	Portions of 1999 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators for promotions to SG-27 through SG-38 and M-2 through M-8 Test and Response Booklets (410-P)
2734-2806	1999 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators for promotions to SG-27 through SG-38 and M-2 through M-8 Written Simulation Response Booklet (410-P)
2807	List of individuals with titles and signatures
2808	List of names, titles, mailing addresses, phone & email addresses for various NYS Agency Directors
2809	1999 Promotion Test Battery: Mid-Level and High-Level Managers Test Development Meeting Participants - Job Experts and Testing Services Division Staff
2810	1999 Promotion Test Battery: Mid-Level and High-Level Managers Test Development Meeting Agenda
2811-2814	Announcement of Sensitivity Review Session for 1999 Promotion Test Battery Mid-Level and High-Level Managers and Administrators w/ list of reviewers and agenda
2815-2816	Memorandum re: Attached Prior Approval Request which indicates Written Communications and Management and Supervision were the rubrics covered.
2817-2857	1999 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators Series Written Simulation Test Booklet (410-B) and Answer Sheets (410-B)
2858-2871	1999 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators Series Written Simulation Response Booklet (410-P)
2872-2955	Item Analysis charts and tables for Mid and High Level Managers, Simulation Problem One

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2956-2957	Announcement of Sensitivity Review Session for 1999 Promotion Test Battery Mid-Level and High-Level Managers and Administrators w/ lists of reviewers.
2958-2962	List of SME's with Job Title/Phone and notes on prior experience.
2963-2982	Portion of Promotion Test Battery: Mid/High Level Mgrs, Problem Two Test Booklet (410-B) with Item Analysis notations
2983-2984	Answer Sheet for Mid-Level and High-Level Mgrs. And Administrators. Problem 2 (410-B)
2985-2996	Portion of Promotion Test Battery: Mid/High Level Mgrs, Problem Two Response Booklet (410-B) with Item Analysis notations
2997-2998	Memorandum re: Sensitivity Review Session for Level 2 Simulation Problem 2 with recommendations of various SMEs and attached Agenda.
2999-3000	Memorandum re: Sensitivity Review Session for Level 2 Simulation Problem 2 with recommendations of various SMEs and attached Agenda.
3001	Announcement of Sensitivity Review Session for 1999 Promotion Test Battery Mid-Level and High-Level Managers and Administrators w/ list of reviewers
3002-3010	Portion of Promotion Test Battery: Mid-Level and High-Level Managers and Administrators Series Test Booklet (411-B) with Item Analyses notations
3095-3112	Portion of Promotion Test Battery: Mid-Level and High-Level Managers and Administrators Series Test Booklet (411-B) with Item Analyses notations
3011-3014	Promotion Test Battery Guide for the 2000 Promotion Test Batteries for Supervisors and Specialists and for Mid-Level and High-Level Managers and Administrators
3015	Announcement of 2000 Promotion Test Battery No. 01-001 Supervisors and Specialists for promotion up to SG-26 and M-1
3016-3017	Key Approval Request for Promotion Test Battery: Mid-Level and High-Level Managers and Administrators Series (411-B)
3018-3055	Item Analysis Report for 1999 Promotion Test Battery: Supervisors and Specialists, Written Communication
3056-3057	Memorandum re: Black and Hispanic Sensitivity Reviews Written Communication: Multiple Choice Portion 1999 Promotion Test Battery Level 2
3058-3059	List of Multiple Choice SME's with agency and year.
3060-3061	Portion of Test Booklet for Problem 2 (410-B)
3062-3064	Memo: Post-test SME Review of Simulation Problem 2, Promotion Test Battery for Mid-Level and High-Level Managers and Administrators Held Oct. 2, 1999 with back-up documentation
3065-3067	Memo: Post-test Sensitivity Review for Oct. 2, 1999 Promotion Test Battery for Mid-Level and High-Level Managers and Consultants held Nov. 9, 1999 with attached Key Approval Request
3068-3092	Item Analysis Tables and charts for 1999 Level 2, Problem Two w/ handwritten notations
3093-3094	Portion of Promotion Test Battery - Mid-Level and High-Level Managers and Administrators Series Problem Two scoring sheet.
3113-3197	Portion of Promotion Test Battery Guide for the 2000 Promotion Test Batteries for Supervisors and Specialists and for Mid-Level and High-Level Managers and Administrators
3198-3209	2000 Promotion Test Battery: Supervisors and Specialists Series, Special Monitor's Instructions for Written Test Admin.
3210-3215	2000 Promotion Test Battery Guide Highlights
3216-3264	2000 Promotion Test Battery: Supervisors and Specialists Series, Written Simulation Test Booklet (408-G)
3265-3275	2000 Promotion Test Battery: Supervisors and Specialists Series, Written Simulation Answer Sheet Packet (408-G)
3276-3297	2000 Promotion Test Battery: Supervisors and Specialists Series, Test Booklet (409-G)

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3298-3315	2000 Promotion Test Battery: Supervisors and Specialists Series, Written Simulation Response Booklet (408-P)
3316-3323	Computational Review Materials for Promotion Test Battery: Supervisors and Specialists Series
3324	SME's for Promotion Test Battery for Supervisors and Specialists
3325	Agenda for Level 1 Battery Simulation Development Meeting
3326	Schedule of SME Meeting Dates for Promotion Test Battery Supervisors and Specialists
3327-3328	Announcement of two Sensitivity Review Sessions for 2000 Promotion Test Batteries for Supervisors, Managers and Specialists for promotion up to SG-26 and M-1
3329-3333	Memo: Pre-Test Sensitivity Review for 2000 Level 1 Promotion Battery for Supervisors and Specialists with supporting documentation
3334-3367	Pre-examination Key Approval Request for Written Communication, Analysis of Information and Management and Supervision of Staff with cover memo and supporting documentation
3368-3402	Reliability Analysis tables and charts for 2000 Promotion Test Battery, Level 1 Problems 1 and 2
3403-3405	Memo: Level 1 Review Materials for 11/28 Meeting - notes 408-G Problem 1 and Problem 2 with charts
3406-3407	Announcement of two Sensitivity Review Sessions for 2000 Promotion Test Batteries for Supervisors, Managers and Specialists for promotion up to SG-26 and M-1
3408-3411	Memo: Post-test Sensitivity Review for 2000 Level 1 Promotion Test Battery for Supervisors and Specialists with supporting summaries of two review groups
3412-3449	Memo: Appeals Package for Oct. 28, 2000 Promotion Test Battery, Supervisors and Specialists Series with supporting documentation including Key Appr. Req's; and portions of Response and Ar
3450-3502	Reliability & Item Analysis Reports w/ tables and charts for 2000 Promotion Test Battery, Level 1 Problem 2
3503-3504	List of SME's with job title and notes on prior experience
3505-3526	Portions of Promotion Test Battery: Supervisors and Specialists Series Test and Response Booklets (409-G) with handwritten item analysis notes
3527-3547	Item Analysis Report for Written Communication, Level 1 and Analysis of Information Level 1 for the 2000 Promotion Test Battery
3548-3552	Memo: Mtg w/ Job Experts about Level 1 Battery Item Analysis with supporting documentation (Key Approval Request forms) for 409-G PTB: Supervisors & Specialists
3553-3556	Announcement of 2000 Promotion Test Battery No. 02-001 Mid-Level and High Level Managers and Administrators for promotions to SG-27 through SG-38 and M-2 through M-8
3557-3642	Promotion Test Battery Guide for the 2000 Promotion Test Battery: Mid-Level and High Level Managers and Administrators
3643-3652	2000 Promotion Test Battery: Mid-Level and High Level Managers and Administrators, Special Monitor's Instructions for Written Test Admin.
3653-3658	2000 Promotion Test Battery Guide Highlights
3659-3688	2000 Promotion Test Battery: Mid-Level and High Level Managers and Administrators Series, Test Booklet (469-F)
3903-3960	2000 Promotion Test Battery: Mid-Level and High Level Managers and Administrators Series, Written Simulation Test Booklet (468-F)
3864-3902	2000 Promotion Test Battery: Mid-Level and High Level Managers and Administrators Series, Written Simulation Response Booklet (468-P)
3853-3863	2000 Promotion Test Battery: Mid-Level and High Level Managers and Administrators Series, Written Simulation Answer Sheet Packet
3842-3852	2000 Promotion Test Battery: Mid-Level and High Level Managers and Administrators Series, Written Simulation Answer Sheet Packet
3832-3841	Computational Review Materials for Promotion Test Battery: Mid-Level and High Level Managers and Administrators Series
3831	Agenda for Development meeting for 2000 Promotion Test Battery: Mid-Level and High Level Managers
3829-3830	Announcement of two Sensitivity Review Sessions for 2000 Promotion Test Battery: Mid-Level and High Level Managers and Administrators
3828	List of SMEs w/ title and agency for Test Development Meeting
3789-3827	Memo: Attached Prior Approval Request supporting documentation including Key Appr. Req's; List of SMEs and portions of Test and Response Booklets for 468-F

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3733-3788	Reliability & Item Analysis Reports w/ tables and charts for 2000 Promotion Test Battery, Level 2 Problem 1
3732	Key Approval Request for Promotion Test Battery (468-F) Level 2 Problem 1
3726-3731	Scoring sheet for Promotion Test Battery: Mid-Level and High Level Managers and Administrators Series (468-F) Problem 2
3689-3725	Reliability & Item Analysis Reports w/ tables and charts for 2000 Promotion Test Battery, Level 2 Problem 2
3961	Blue sheet of blank paper
3962-3968	2001 Promotion Test Battery: Supervisors & Specialists, Special Monitor's Instructions for administration of the written test
3969-3974	2001 Promotion Test Battery Guide Highlights
3975-4009	2001 Promotion Test Battery: Supervisors & Specialists, Test Booklet 411-E
4010-4028	2001 Promotion Test Battery: Supervisors & Specialists, Response Booklet, 411-P
4029-4054	2001 Promotion Test Battery: Supervisors & Specialists, Test Booklet 412-E
4055-4066	Memo: Proposed Sim Problem Edits, Level 1 w/ supporting docs incl. tables, SMEs list and reviewer comments
4067-4068	2001 Promotion Test Battery: Supervisors & Specialists Meeting Agenda for SMEs w/ Discussion Questions
4069-4070	2001 Promotion Test Battery: Supervisors & Specialists for promotion up to SG-26 & M-1, Sens. Review Session Reviewers
4071	2001 Promotion Test Battery: Supervisors & Specialists Cross Review Committee and Agenda
4072-4109	2001 Promotion Test Battery: Supervisors & Specialists, Test Booklet 411-E with notations
4110-4121	2001 Promotion Test Battery: Supervisors & Specialists, Answer Sheet Packet 411-E
4122-4131	2001 Promotion Test Battery: Supervisors & Specialists, Computational Review Materials
4132-4140	2001 Promotion Test Battery: Supervisors & Specialists, Response Booklet 411-P
4141-4175	Item Analysis Tables & Charts for 2001 Promotion Test Battery: Supervisors & Specialists Level 1, Problem 1
4176-4213	Memo: Value Change in Sim Problem 1, Test Booklet 411-E, Promotion Test Battery: Supervisors & Specialists held Oct. 27, 2001
4214-4245	Item Analysis Tables & Charts for 2001 Promotion Test Battery: Supervisors & Specialists Level 1, Problem 2
4246-4247	Memo: Selection of Multiple Choice Items from '97 PTBs for re-use in '01
4248	List of SMEs Level 1/2 by job title and Dept. with notations
4249-4250	Memo: SME Review of Level 2 Material
4251-4276	2001 Promotion Test Battery: Supervisors & Specialists, Test Booklet 412-E with notations
4277-4314	Item Analysis Report incl. tables and charts, Key Approval Request for 2001 Promotion Test Battery, Supervisors & Specialists Series, Written Communication
4315-4318	Announcement of 2001 Promotion Test Batteries (No. 02-001) Mid-Level and High-Level Managers and Administrators for promotions to SG-27 through SG-38 and M-2 through M-8
4319-4326	2001 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators, Special Monitor's Instructions for administering the written test
4327-4334	2001 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators, Candidate Direction and Guide Highlights
4335-4402	2001 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators, Test Booklet, 486-D
4403-4420	2001 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators, Response Booklet, 486-P
4421-4432	2001 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators, Answer Sheet Packet

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4433-4467	2001 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators. Test Booklet, 487-D w/ Scoring sheets
4468-4473	Memo: Development of the 2001 Level Two Promotion Test Battery w/ supporting docs. recommendation summary and SME meeting agenda dated April 18, 2001
4474-4475	Announcement of Sensitivity Review Session for 2001 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators, w/ list of reviewers and SMEs.
4476-4479	Memo: Sensitivity Review for Level 2 of the Battery with subsequent copy of the same memo with added text (review comments)
4480-4535	Memo: Attached Prior Approval Request w/ portions of 2001 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators. Test, Response and Answer Sheet Booklets, for Prob
4536-4598	Item Analysis Report incl. tables and charts for 2001 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators. Sim. Problem One
4599-4600	Announcement of Post-Test Sensitivity Review Session for 2001 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators w/ list of reviewers and SMEs for test held 1/12/02
4601-4633	Memo: Sensitivity Review of Examination Results for 2001 Level 2 Battery w/ supporting docs incl. portions of Test, Response and Answer Sheet Packets for 486-D
4634-4694	Item Analysis Report incl. tables and charts for 2001 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators. Sim. Problem Two
4695	Key Approval Request for State Promotion Test Battery: Mid/High Level Managers/Administrators. Problem Two for 486-D
4696-4699	Memo: Post-Test Review of Simulation Problem Two for Promotion Test Battery: Mid-Level and High-Level Managers and Administrators, with supporting doc.
4700-4701	Table marked "Level 2 Re-used Items from '97" w/ backup chart of data
4702	List of SMEs for State Promotion Test Battery: Mid/High Level Managers/Administrators for Multiple Choice Questions (Test Booklet 487-D)
4703-4704	Memo: Sensitivity Review Sessions of 7/19/01 for Higher-Level PTB - notes Hispanic and Black Panel member comments
4705-4732	Memo: SME Review of Level 2 Material with attached docs incl. Promotion Test Battery: Mid-Level and High-Level Managers and Administrators. Test Booklet 487-D with handwritten notations
4733-4759	Item Analysis Report with tables and charts for Level 2 Written Communication
4760-4765	Memo: Post-Test Review of Promotion Test Battery: Mid-Level and High-Level Managers and Administrators, with supporting Key Approval Request and reviewer comments
4766-4769	Announcement of 2002 Promotion Test Batteries (No. 02-001) Mid-Level and High-Level Managers and Administrators for promotions to SG-27 through SG-38 and M-2 through M-8
4770-4777	2002 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators. Special Monitor's instructions for administration of the written test
4778-4785	2002 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators. Candidate directions and Battery Guide Highlights
4786-4841	2002 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators. Test Booklet (481-A)
4842-4866	2002 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators. Response Booklet: (481-P)
4867-4891	2002 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators. Test Booklet (482-A)
4892-4903	2002 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators. Answer Sheet Packet (481-A) Problems 1 & 2
4904-4907	List of SMEs for 2002 noting job title and prev. experience
4908-4909	Announcement of Sensitivity Review Session for 2002 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators, w/ list of reviewers and SMEs.
4910-4967	Memo: Attached Prior Approval Request w/ portions of 2002 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators. Test, Response and Answer Sheet Booklets, for Prob
4968-5025	Item Analysis Report with tables and charts for Level 2 Problem One
5026-5027	Announcement of Sensitivity Review Session for Promotion Test Battery: Mid-Level and High-Level Managers and Administrators - post-test analysis w/ list of reviewers and SMEs
5028-5060	Key Approval Request for State Promotion Test Battery: Mid/High Level Managers/Administrators, Problem One for 481-A
5061-5104	Item Analysis Report with tables and charts for Level 2 Problem Two
5104-5128	2002 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators. Test Booklet (482-A)
5129-5150	Item Analysis Report with tables and charts for Level 2 Written Communication

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5151-5155	Memo: Pre-test Sensitivity Review, Level 2 PTB, Multiple Choice Test Material for 10/5/02 (Mid/High Level Managers and Administrators scheduled for Oct. 5, 2002)
5156-5159	Announcement of 2002 Promotion Test Batteries (No. 01-001) Supervisors and Specialists for promotions to SG-26 and M-1
5160-5166	2002 Promotion Test Battery: Supervisors and Specialists, Special Monitor's Instructions for administration of the written test
5167-5169	2002 Promotion Test Battery: Supervisors and Specialists, Candidate directions
5170-5175	Promotion Test Battery Guide Highlights
5176-5227	2002 Promotion Test Battery: Supervisors and Specialists, Test Booklet (428-B)
5228-5247	2002 Promotion Test Battery: Supervisors and Specialists, Response Booklet (428-P)
5248-5270	2002 Promotion Test Battery: Supervisors and Specialists, Test Booklet (429-B)
5271-5281	2002 Promotion Test Battery: Supervisors and Specialists, Answer Sheet Packet (428-B)
5282-5290	2002 Promotion Test Battery: Supervisors and Specialists, Computational Review Materials
5291-5292	Agenda for 2002 Promotion Test Battery: Supervisors and Specialists SME Meeting w/ list of SMEs
5293-5294	Announcement of Sensitivity Review Session for 2002 Promotion Test Battery Supervisors and Specialists positions w/ list of reviewers and SMEs
5295-5297	Memo: Sensitivity Review of Simulation Problems for Promotion Test Battery for Supervisors, Nov. 16th 2002 w/ reviewer comments
5298-5300	Memo: Attached Prior Approval Request for 2002 Promotion Test Battery Supervisors and Specialists
5301-5331	Portions of 2002 Promotion Test Battery: Supervisors and Specialists series Test, Response and Answer Booklets (432-B/432-P) with handwritten notations
5332-5351	Item Analysis Report w/ tables for Level 1, Problem One
5352-5353	Announcement of Post-Test Sensitivity Review Session for 2002 Promotion Test Battery: Supervisors and Specialists w/ list of reviewers and SMEs for test held 11/16/02.
5354-5398	Memo: Post-test Sens. Review for the Promotion Test Battery for Supervisors and Specialists, held Nov. 16, 2002 with reviewer comments and supporting docs incl. portions of test, response and
5399-5441	Item Analysis Report w/ tables for Level 1, Problem Two
5442-5469	Memo: Value Change in Sim Problem 2, Test Booklet 428-B, Promotion Test Battery: Supervisors & Specialists held Nov. 16, 2002 w/ supporting docs incl. SME's list, Key Approval Requests and
5470-5511	Item Analysis Report w/ tables for Level 1, Written Communication
5512-5514	Key Approval Request for Promotion Test Battery: Supervisors and Specialists (429-B) w/ comments
5515-5554	Memo: Post-test Sens. Review for the Promotion Test Battery for Supervisors and Specialists, held April 24, 2004 with reviewer comments and supporting docs incl. cover page of 429-B (11/16/02)
5555-5616	Item Analysis Report w/ tables for 2004 Level 1, Problem One
5617	2004 Promotion Test Battery for Supervisors and Specialists, Post-Test Simulation Review Agenda
5618-5623	Announcement of Sensitivity Review Session for 2004 Promotion Test Battery: Supervisors and Specialists positions w/ list of reviewers and SMEs
5624-5776	Item Analysis Report with Tables & Charts for Level 1, Simulation 1 - specifically ethnic responses - White, Black & Hispanic
5777-5780	Announcement of 2004 Promotion Test Battery: (No. 01-001) Supervisors and Specialists for promotion up to SG-26 and M-1
5781-5783	2004 Promotion Test Battery: Supervisors and Specialists, Special Monitor's Instructions with memo correcting error on Organizational Chart in the written test.
5784-5786	2004 Promotion Test Battery: Supervisors and Specialists, Candidates Directions
5787-5792	2004 Promotion Test Battery: Supervisors and Specialists, Guide Highlights
5793-5840	2004 Promotion Test Battery: Supervisors and Specialists, Test Booklet, (458-B)
5841-5855	2004 Promotion Test Battery: Supervisors and Specialists, Response Booklet, (458-P)

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5856-5867	2004 Promotion Test Battery: Supervisors and Specialists, Answer Sheet Packet
5868-5887	2004 Promotion Test Battery: Supervisors and Specialists, Test Booklet, (459-B)
5888-5894	2004 Promotion Test Battery: Supervisors and Specialists, Computational Review Materials
5895-5899	Item Analysis Report w/ tables and charts for Level 1, Sim. Two
5900	Agenda for 2004 Promotion Test Battery: Supervisors and Specialists Post-Test Simulation Review
5901-5903	Memo: Post-test Sensitivity Review for Written Simulation Problems, Promotion Test Battery for Supervisors and Specialists, held April 24, 2004 w/ reviewer comments
5904-5905	Results of Sensitivity Review Session for 2004 Promotion Test Battery: Supervisors and Specialists Post-Test Review
5906-6048	Item Analysis Report w/ tables and charts for Level 1, Sim. Two
6049-6052	Key Approval Request for Promotion Test Battery: Supervisors and Specialists (458-B) Written Simulation Problem Two w/ reviewer comments
6053-6072	2004 Promotion Test Battery: Supervisors and Specialists, Test Booklet, (459-B) w/ notations
6073-6082	Letters to SMEs for upcoming Promotion Test Battery, Supervisors and Specialists. Review scheduled for Feb. 11, 2004
6083-6084	Memo: Selection of Multiple Choice Items from '97 PTBs for re-use in '01
6085	Memo: Pre-test Sensitivity Review, 2004 PTB, Level 1 w/ list of SMEs grouped by ethnicity
6086-6153	Item Analysis Report w/ tables and charts for Level 1, Written Communication
6154-6157	Announcement of 2004 Promotion Test Battery: (No. 02-001) Mid-Level and High-Level Managers and Administrators
6158-6167	2004 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators, Special Monitor's Instructions w/ memo of 3/9/04 noting a correction in the multiple choice questions
6168-6175	2004 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators, Candidate Directions and Battery Guide Highlights
6176-6241	2004 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators, Test Booklet, (490-A)
6242-6279	2004 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators, Answer Sheet Packet (490-P)
6280-6303	2004 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators, Test Booklet, (491-A)
6304-6312	2004 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators, Computational Review Materials
6313-6315	2004 Promotion Test Battery SMEs by Job Title
6316	2004 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators, Response Booklet (490-P)
6317-6371	Pre-Examination Key Approval Request for Written Communication & Management and Supervision w/ supporting docs incl. portions of Test, Response & Answer Packets (490-A) w/ notations
6372-6555	Item Analysis Report w/ tables and charts for PTB Level Two, Problem One
6556-6602	Memo: DIF Analysis of Higher-Level PTB, 2004 with supporting docs incl. portions of Test, Response and Answer Booklets for 490-A/490-P
6603-6661	Item Analysis Report w/ tables and charts for PTB Level Two, Problem Two
6662-6834	Memo: DIF Analysis of Higher-Level PTB, 2004 with supporting docs incl. tables & charts for Problem Two
6835-6861	Key Approval Request with supporting docs incl. portions of Test Booklet (491-A) with handwritten notations
6862-6866	Letters to SMEs for upcoming Review of Promotion Test Battery, Multiple Choice for Managers and Administrators scheduled for Dec. 11, 2003
6867-6911	Item Analysis Report w/ tables and charts for Level 2, Written Communication
6912-6913	Letters to SMEs for upcoming Post-Test Review of Promotion Test Battery, Multiple Choice for Managers and Administrators scheduled for April 7, 2004
6914-6939	Mantel-Haenszel Common Odds Ratio Estimate charts for Level 2 with handwritten notations

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6940	Key Approval Request for Promotion Test Battery Managers and Administrators Series (491-A)
6941-6942	Memo: Post-Test Review of Promotion Test Battery Level 2 Multiple Choice questions for Mid-Level and High-Level Managers and Administrators, with supporting Key Approval Request and review
6943-7356	Testing Services Division : Examiner's Manual
7357-7387	Examination Announcement for 9971 - Mid-Management Examination with job titles listing minimum requirements for each position.
7388-7413	State of Michigan "Managing the Mid-Management Examination"
7414-7443	Quality Standards/Innovative Applications "A Report of the Governor's Task Force on the New York State Civil Service System
7444-7445	Graph labeled "Content of Examinations in the G-19 to G-26 Range" w/ labels like: "Preparing Written Material; Understanding and Interpreting Written Material; Supervision; Administrative Supervi
7446-7468	"Occupational Study of Federal Executive Managers & Supervisors" - noted as "Key Document"
7469-7471	Letter re: update of Job Analysis w/ supporting docs. Incl. chart: "Job Analysis for Managers and Administrators"
7472-7480	"Job Analysis for Test Batteries" chart for SMEs to use in reviewing questions.?
7482-7483	Form letter Template requesting "agency's involvement in the development of the 2001 Promotion Test Batteries"
7483	Letter re: update of Job Analysis for the Promotion Test Batteries
7484-7487	Announcement of 1996 PTB (No. 02-001) Mid-Level and High-Level Managers, and Administrators for promotions to SG-27 through SG-38 and M-2 through M-8
7488-7491	Announcement of 1996 PTB (No. 01-001) Supervisors and Specialists for promotion up to SG-26 and M-1
7492-7493	A Message from NYS Commissioner of Civil Service, George Sinnott re: Governor's "Task Force to conduct a comprehensive review of New York State's civil service system..."
7494-7495	Gen. Info. Bulletin No. 96-07 re: Study Guides for No. 01-001, 1996 PTB, Employees on Leave & The Study Guide for No. 02-001, 1996 PTB for Mid-Level and High-Level Managers and Administi
7496-7503	NY State Reports #71, 2nd Edition, Pp. 729-736 photocopied McGowan v. Burstein, Statement of the Case
7504-7510	Memo: Zone Scoring Guidelines
7511-7515	Sample Score Notice w/ sample print from webpage and sample summary from "TIDB"
7516-7526	1997 Candidate Survey Summary incl. Sept. 27, Nov. 1 and Nov. 11, 1997 charts.
7527-7559	Quality Standards/Innovative Applications "A Report of the Governor's Task Force on the New York State Civil Service System
7560-7561	A Message from NYS Commissioner of Civil Service, George Sinnott re: Governor's "Task Force to conduct a comprehensive review of New York State's civil service system..."
7562-7564	Gen. Info. Bulletin No. 96-01 re: 1996 - A Year of Transition. References the Governor's Task Force Report and a meeting to discuss the "action plan" to address needed changes.
7565-7567	Memo: 2/22/96 Test Development Meeting for Preparing Written Material (etc.) component of Level 1 Test Battery.
7568-7570	Gen. Info. Bulletin No. 96-03 re: Additional Information about Examination Plans for 1996-1997
7571-7572	Announcement of Sensitivity Review Session for Level 1 Battery w/ list of reviewers and SMEs
7573-7575	Memo: Part 2 Tests for Battery-Level Examinations
7576-7577	Memo: Attached Prior Approval Request
7578-7581	Memo: Meeting on Level 2/3 Battery Written Communication Material (two copies)
7582	Announcement of Sensitivity Review Session for Promotion Test Battery Level 2 & 3 for Mid-Level and High-Level Managers and Administrators w/ list of reviewers and SMEs
7583-7590	"Report on 'Linkages' of 1996 Promotion Test Battery Multiple Choice Material to Written Communication and Analysis Dimensions from Job Analysis
7591-7708	Item Analysis Report w/ tables and charts for Problem One, Level One and Level One Supervisors and Specialists Battery 1996 Problem Two

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7709-7711	Key Approval Request for Promotion Test Battery: Supervisors and Specialists, Problems One and Two (435-D) w/ supporting comments.
7712	Memo: Subject Matter Expert Reviewers; references test 487-D
7713-7721	Key Approval Request for Promotion Test Battery: Mid-Level and High-Level Managers and Administrators, Problems One and Two, 487-D w/ reviewer comments
7722	Agenda for PTB - Supervision Simulation w/ list of reviewers and handwritten note that it pertains to Problem One
7723	Announcement of Sensitivity Review Session for Promotion Test Battery for Supervisors and Specialists w/ list of reviewers and SMEs
7724-7725	Announcement of Sensitivity Review Session for Promotion Test Battery for Supervisors and Specialists w/ list of reviewers and SMEs w/ Agenda
7726	Memo: Post Test Sensitivity Review Session, 11/4/97
7727-7731	Draft Comments of Black & Hispanic Sensitivity Reviewers on the Sept. '97 PTB for Mid-Level and High-Level Managers and Administrators - Simulation Problem 2 /w table w/ copy of Doc.# 7726
7732-7734	Memo: Sensitivity Review Summary re: Level II PTB w/ comments from Black panelists detailing their efforts to test for reliability.
7735-7738	Another copy of the same drafts and table as Doc. #s 7727-7731
7739-7742	Draft Comments of Black & Hispanic Sensitivity Reviewers on the Nov. '97 PTB for Supervisors and Specialists - Simulation Problem 2
7743-7752	Memo: Problem One Review w/ supporting docs incl. item analysis and review session announcement for Dec. 9, 1997
7753-7755	Memo: Sensitivity Review Summary re: Level I PTB w/ reviewer comments
7756-7759	Key Approval Request for Promotion Test Battery: Mid-Level and High-Level Managers and Administrators, Problems One and Two, (459-H)
7760-7761	Memo: Sensitivity Review - Battery Level II w/ comments of Black and Hispanic reviewers
7762-7764	Meeting Schedule for Promotion Test Battery Simulation Problem Development w/ five meeting dates and attached announcement of Sensitivity Review Session to be held 9/22/98 w/ list of reviewer
7765-7766	Memo: Summary of Sensitivity Review Panel Comments for Level I Promotion Test Battery w/ Hispanic and Black reviewer comments
7767-7772	Draft Mid and High Level Managers and Administrators Promotion Test Battery held on 9/26/98 "Post Test" Review of Sim. Problem 2 Test Results by Black and Hispanic Review Committees - Oc
7773	Announcement of Sensitivity Review Session for 1998 Promotion Test Battery: Mid-Level and High-Level Managers and Administrators w/ list of reviewers and SMEs
7774-7780	Memo: Post Test Review of Simulation Problem One w/ attached Key Approval Request documentation for Level II Promotion Test Battery
7781-7782	Memo: Summary of Sensitivity Review Panel Comments for Level II Promotion Test Battery w/ Hispanic and Black reviewers commenting on Mantel-Haenszel results for Problem One
7783-7787	2 copies of Memo: Post-test Review of Simulation Problem One; ref. Level I PTB and DRAFT of Black and Hispanic Reviewer comments for Problem Two
7788-7793	2 copies of Memo: Summary of Black and Hispanic Sensitivity Review Panel Comments
7794-7795	Memo: Summary of Black and Hispanic Sensitivity Review Panel Comments
7796-7807	Key Approval Request documentation including 2 copies of Memo: Overview of Simulation Problem One Items for PTB Level II (410-B) w/ comments
7808-7811	Memo: Post-test Review of Promotion Test Battery - Simulation Problem One for Mid-Level and High-Level Managers and Administrators w/ Key Approval Request and SME comments
7812-7819	2 copies of Memo: Hispanic Sensitivity Review Summary w/ attached Memo: Black Sensitivity Review Summary referencing Level II Promotion Test Battery
7820-7823	Key Approval Request for Promotion Test Battery: Supervisors and Specialists Problem One, 470-B w/ SMEs comments
7824	Memo: Results of Overview of Simulation Problem One by Development Committee references Level I Battery
7825	Memo: Post-test Review of Promotion Test Battery - Simulation Problem One
7826-7827	Memo: Comments from Cross-Review; references Problem One and Problem Two but no indication of which test
7828-7831	Memo: Sensitivity Review for Level 2 of the Battery; references Mid-Level and High-Level Promotion Test Battery w/ Black and Hispanic Reviewer comments
7832-7869	Printout of PowerPoint Presentation: "The Promotion Test Battery Program: Assessing Managerial Competencies New York State; prepared for The IPMAA Assessment Council Conference on Pe

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(pages)

Comment

7870-7871	Memo: Sensitivity Review of Level 2/3 m-c Material; with Black and Hispanic Panel remarks
7872	Printout of email: Sensitivity Review: Tuesday, 10/10/00; references the ethnicity of reviewers for the session
7873	Memo: Post-test Sensitivity Review for Year 2000 Higher-Level PTB
7874-7877	Memo: Results of Overview of Simulation Problems One and Two of th PTB - Level 2 by the Examination Development Committee
7878-7880	Memo: Post-test Review of Promotion Test Battery - Level 2, Simulation Problems One and Two w/ Key Approval Request
7881	Memo: Meeting Today @ 9:30 AM in TSD Conference Rooms 353 & 345; directs the reception where to direct people, no indication of their status or the purpose of their meeting.
7882-7883	Memo: Selection of Multiple Choice Items from '97 PTBs for re-use in '01
7884-7885	Memo: Sensitivity Review Sessions of 8/7/01 for Lower-Level PTB with comments of Hispanic and black panels
7886-7888	Memo: Post-test Sensitivity Review for Year 2001 Level 1 PTB for Supervisors and Specialists; w/ list of reviewers
7889-7900	Memo: Results of Overview of Simulation Problems One and Two of th PTB - Level 2 by the Hispanic Sensitivity Review Committee
7901-7902	Memo: Post-test Sensitivity Review for Promotion Test Battery for Supervisors and Specialists
7903-7904	Memo: Meeting Today @ 9:30 AM in Oral Test Room #1; w/ attached announcement: Sensitivity Review Session for 2004 PTB: Mid-Level and High-Level Managers and Administrators w/ reviewer
7905	Memo: Pre-test Sensitivity Review, 2004 PTB, Level 2
7906	Agenda for ?

ce of validation was found in these pages.

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(pages)

1-9

10-21

22 - 39

40--78

79-83

84-107

108-158

159-162

163-166

167-232

233

234-235

236-244

245-248

249-250

251-265

266-268

269-270

271-297

298-335

336-339

340

341-344

345-356

357-363

364-365

366-373

374-447

Note date of document

Note date of document

SPECIAL NOTES

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SPECIAL NOTES

448-457	
458-491	
492-521	
522-525	Note date of document
526-529	
530	Note date of document
531	
532	
533-542	
543-583	
584-600	
601-693	Battery
694-733	
734-740	
741-835	
836-837	Note date of document
838-867	
868-881	
882-884	
885	
886-952	Doc# 888 contains a paragraph on the SKA's for this series.
953-971	
972-981	
982-1013	
1014	
1015-1018	
1019	
1020	
1021-1052	
1053-1111	Note date of document
1112-1118	
1119-1120	
1121	

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(pages)

SPECIAL NOTES

1122
1123-1161
1162
1163-1164
1165-1171
1172-1180
1181-1190
1191-1194
1195-1219
1220-1233
1234
1235-1236
1237
1238-1244
1245-1246
1247-1252
1253-1309
1310-1328
1329-1347
1348-1351
1352-1376
1377
1378
1379
1380-1385
1386-1387
1388-1389
1390-1391
1392
1393
1394
1395-1401
1402-1476

Note date of document

NOTE: "Job Analysis summary indicating the critical tasks/competencies that the simulation problems will cover."
NOTE: "Job Analysis summary indicating the critical tasks/competencies that the simulation problems will cover."

Doc. ID	(pages)	SPECIAL NOTES
1477-1496		
1497		
1498-1536		
1538-1563		
1564-1599		
1600-1604		
1605-1684		Doc # 1607 contains SKA's for Supervisors and Specialists
1685-1704		
1705-1727		
1728-1744		
1745		
1746		Document is partially covered by a "Post-It" note which photocopied too dark to be readable.
1747		
1748-1757		
1758-1826		
1827-1828		
1829-1830		
1831		Memo notes that Level One Promotion Test Battery is exempt from Candidate Review
1832-1834		
1835-1837		
1838-1839		
1840-1843		Note date of document
1844-1848		Contains: "Job analysis summary indicating the critical tasks/competencies that the simulation problems will cover.
1849-1865		
1866-1872		
1873-1893		
1894-1895		Note date of document
1896-1915		
1916-1947		
1948-1949		
1950		
1951		
1952-1953		

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Doc. ID (pages)	SPECIAL NOTES
1954-1957	
1958-1970	
1971-1976	
1977-2033	
2034-2044	
2045-2073	
2074-2098	
2099-2107	
2108-2111	
2112	
2113-2114	"All of this material has had extensive subject matter expert input in its development and its review..."
2115	
2116-2153	
2154-2155	
2156-2163	
2164-2219	
2220	s.
2221-2229	
2230-2258	
2259-2260	
2261-2284	Charts and tables with notes
2285-2292	
2293-2316	
2317-2318	Note date of document
2319	
2320-2335	
2336-2352	
2353-2356	
2357	Notation: "Black Panel" handwritten on the document
2358-2359	Notation: "Black Panel" handwritten on the document
2360	Notation: "Hispanic Panel" handwritten on the document
2361	Notation: "Hispanic Panel" handwritten on the document
2362	"...20 SMEs from 11 different agencies reviewed the job analysis materials and determined the areas to be covered by the test material, ..."

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Doc. ID
(pages)

SPECIAL NOTES

2363-2388

2389-2399

2400-2473

2474-2475 2474 is notated "Black"; 2475 is notated "Hispanic"

2476-2479 Notation: "Level One - Problem Two" "SMEs highlighted"

2480-2481 Notation: "Black Panel" handwritten on the document

2482 Notation: "Hispanic Panel" handwritten on the document

2483-2503

2504

2505-2511

2512

2513-2534

2535-2598

2599-2600

2601-2602

2603

2604-2606

2607-2610

2611-2655 Multiple handwritten notations mostly noting White, Black & Hispanic.

2655-2658

2659-2666 Note: "The Tests: These written tests assess knowledge, skills and/or abilities in such areas as: Written Comm.: Assesses developing written comm..."

2667-2675 in.

2676-2733

2734-2806 Answer Sheets (410-B)

2807 Possible Attendance Roster for event notation which followed

2808

2809

2810

2811-2814

2815-2816

2817-2857 Multiple handwritten notations mostly noting item analyses.

2858-2871

2872-2955

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(pages)

SPECIAL NOTES

2956-2957
2958-2962
2963-2982
2983-2984
2985-2996
2997-2998
2999-3000
3001
3002-3010

3095-3112

3011-3014 Note: "The Tests: This written test assess knowledge, skills and/or abilities in such areas as: Managing and Supervising Subordinate Staff..."

3015

3016-3017

3018-3055

3056-3057

3058-3059 note date of document

3060-3061

3062-3064

3065-3067

3068-3092

3093-3094

3113-3197

3198-3209

3210-3215

3216-3264

3265-3275

3276-3297

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(pages)

SPECIAL NOTES

3298-3315

3316-3323

3324

3325

3326

3327-3328

3329-3333

3334-3367 With handwritten Item Analysis notations

3368-3402

3403-3405 With handwritten Item Analysis notations

3406-3407

3408-3411

3412-3449 With handwritten Item Analysis notations

3450-3502

3503-3504

3505-3526

3527-3547

3548-3552

3553-3556

3557-3642 Note: "The Tests: These written tests assess knowledge, skills and/or abilities in such areas as: Written Communication: Assesses developing written ..."

3643-3652

3653-3658

3659-3688

3903-3960

3864-3902

3853-3863

3842-3852

3832-3841

3831

3829-3830

3828

3789-3827

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Doc. ID
(pages)

SPECIAL NOTES

3733-3788

3732

3726-3731

3689-3725

3961

3962-3968

3969-3974

3975-4009

4010-4028

4029-4054

4055-4066

4067-4068

4069-4070

4071

4072-4109

4110-4121

4122-4131

4132-4140

4141-4175

4176-4213 w/ supporting docs incl. SME's list, Post-Test Sens. Rev. Session Announcements, Key Appr Req & portions of Response Booklet (411-E) w/ notations throughout

4214-4245

4246-4247

4248

4249-4250

4251-4276

4277-4314

4315-4318

4319-4326

4327-4334

4335-4402

4403-4420

4421-4432

SPECIAL NOTES

Doc. ID	(pages)	
4433-4467		
4468-4473		
4474-4475		
4476-4479		
4480-4535		Memo is dated 2000 but refers to events in 2001
4536-4598		
4599-4600		
4601-4633		w/ handwritten notations
4634-4694		
4695		
4696-4699		notes that "test material is exempt from candidate review"
4700-4701		
4702		
4703-4704		
4705-4732		
4733-4759		
4760-4765		again notes: "granted prior approval status by the Civil Service Comm. hence the test material is exempt from candidate review"
4766-4769		Note: "The Tests: These written tests assess knowledge, skills and/or abilities in such areas as: Written Communication: Assesses developing written ..."
4770-4777		
4778-4785		
4786-4841		
4842-4866		
4867-4891		
4892-4903		
4904-4907		
4908-4909		
4910-4967		One 481-A
4968-5025		
5026-5027		
5028-5060		
5061-5104		
5104-5128		w/ handwritten notations
5129-5150		

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(pages)

SPECIAL NOTES

5151-5155	incl. Key Approval Request w/ reviewer comments
5156-5159	
5160-5166	
5167-5169	
5170-5175	
5176-5227	
5228-5247	
5248-5270	
5271-5281	
5282-5290	
5291-5292	
5293-5294	
5295-5297	
5298-5300	
5301-5331	
5332-5351	
5352-5353	
5354-5398	rer sheets for 428-B/428-P
5399-5441	
5442-5469	(all references to which test hidden or removed)
5470-5511	w/ handwritten notations
5512-5514	
5515-5554	note cover page only for 2002 PTB: Super/Spec. 429-B
5555-5616	
5617	
5618-5623	Includes reviewer comments and new tables outlining ethnic responses
5624-5776	
5777-5780	
5781-5783	
5784-5786	
5787-5792	
5793-5840	
5841-5855	

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(pages)

SPECIAL NOTES

5856-5867

5868-5887

5888-5894

5895-5899

5900

5901-5903

5904-5905

5906-6048

6049-6052

6053-6072

6073-6082

6083-6084 This document appears to be out of place

6085

6086-6153

6154-6157

6158-6167

6168-6175

6176-6241

6242-6279

6280-6303

6304-6312

6313-6315

6316

cover page only

6317-6371

6372-6555

6556-6602

6603-6661

6662-6834

6835-6861

6862-6866

6867-6911 Various run dates are different tables throughout this section

6912-6913

6914-6939

Doc. ID
(pages)

SPECIAL NOTES

6940

6941-6942
omments

6943-7356
Appears to have multiple inserts with various dates showing that the manual has been updated.

7357-7387

7388-7413

7414-7443

7444-7445
; Management of a Specialty; Supervision or Management"

7446-7468

7469-7471

7472-7480

7482-7483

7483

7484-7487

7488-7491

7492-7493

7494-7495

s

7496-7503

7504-7510

7511-7515

7516-7526

7527-7559
w/ added stamp: "Plaintiff's Exhibit Durovic 1"

7560-7561
w/ added stamp: "Plaintiff's Exhibit Durovic 2"

7562-7564
w/ added stamp: "Plaintiff's Exhibit Durovic 3"; Doc. Not included in original evidence boxes.

7565-7567
w/ added stamp: "Plaintiff's Exhibit Durovic 4"; Doc. Not included in original evidence boxes.

7568-7570
w/ added stamp: "Plaintiff's Exhibit Durovic 5"; Doc. Not included in original evidence boxes.

7571-7572
w/ added stamp: "Plaintiff's Exhibit Durovic 6"; Doc. Not included in original evidence boxes.

7573-7575
w/ added stamp: "Plaintiff's Exhibit Durovic 8"; Doc. Not included in original evidence boxes.

7576-7577
w/ added stamp: "Plaintiff's Exhibit Durovic 10"; Doc. Not included in original evidence boxes.

7578-7581
w/ added stamp: "Plaintiff's Exhibit Durovic 7"; Doc. Not included in original evidence boxes.

7582
w/ added stamp: "Plaintiff's Exhibit Durovic 9"; Doc. Not included in original evidence boxes.

7583-7590
w/ added stamp: "Plaintiff's Exhibit Kaiser 35"; Doc. Not included in original evidence boxes.

7591-7708
w/ added stamp: "Plaintiff's Exhibit Durovic 11"; Doc. Not included in original evidence boxes.

Last updated: 1/30/2008 at 12:31 PM

Doc. ID
(pages)

SPECIAL NOTES

7709-7711	w/ added stamp: "Plaintiff's Exhibit Kaiser 36"; Doc. Not included in original evidence boxes.
7712	w/ added stamp: "Plaintiff's Exhibit Kaiser 34"; Doc. Not included in original evidence boxes.
7713-7721	w/ added stamp: "Plaintiff's Exhibit Kaiser 38"; Doc. Not included in original evidence boxes.
7722	w/ added stamp: "Plaintiff's Exhibit Kaiser 39"; Doc. Not included in original evidence boxes.
7723	w/ added stamp: "Plaintiff's Exhibit Durovic 14"; Doc. Not included in original evidence boxes.
7724-7725	w/ added stamp: "Plaintiff's Exhibit Durovic 15"; Doc. Not included in original evidence boxes.
7726	w/ stamp: "Plaintiff's Ex. Durovic 17"; Doc. Not incl. in orig. evidence. " It appears there are still differentials operating that we and our sensitivity reviewers can't pin down."
7727-7731	w/ added stamp: "Plaintiff's Exhibit Kaiser 40"; Doc. Not included in original evidence boxes.
7732-7734	w/ added stamp: "Plaintiff's Exhibit Durovic 16"; Doc. Not included in original evidence boxes.
7735-7738	Doc. Not included in original evidence boxes.
7739-7742	w/ added stamp: "Plaintiff's Exhibit Kaiser 41"; Doc. Not included in original evidence boxes.
7743-7752	w/ added stamp: "Plaintiff's Exhibit Kaiser 42"; Doc. Not included in original evidence boxes.
7753-7755	Doc. Not included in original evidence boxes.
7756-7759	Doc. Not included in original evidence boxes.
7760-7761	Doc. Not included in original evidence boxes.
7762-7764	Doc. Not included in original evidence boxes.
7765-7766	Doc. Not included in original evidence boxes.
7767-7772	Doc. Not included in original evidence boxes.
7773	w/ added stamp: "Plaintiff's Exhibit Durovic 20"; Doc. Not included in original evidence boxes.
7774-7780	Doc. Not included in original evidence boxes.
7781-7782	Doc. Not included in original evidence boxes.
7783-7787	Doc. Not included in original evidence boxes.
7788-7793	Both marked "Plaintiff's Exhibit Durovic 21"; Doc. Not included in original evidence boxes.
7794-7795	Doc. Not included in original evidence boxes.
7796-7807	Doc. Not included in original evidence boxes.
7808-7811	Doc. Not included in original evidence boxes.
7812-7819	Doc. Not included in original evidence boxes.
7820-7823	Doc. Not included in original evidence boxes.
7824	Doc. Not included in original evidence boxes.
7825	Doc. Not included in original evidence boxes.
7826-7827	Doc. Not included in original evidence boxes.
7828-7831	Doc. Not included in original evidence boxes.
7832-7869	Doc. Not included in original evidence boxes.

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Doc. ID

(pages)

SPECIAL NOTES

7870-7871	w/ added stamp: "Plaintiff's Exhibit Durovic 22"; Doc. Not included in original evidence boxes.
7872	w/ added stamp: "Plaintiff's Exhibit Durovic 23"; Doc. Not included in original evidence boxes.
7873	Doc. Not included in original evidence boxes.
7874-7877	Doc. Not included in original evidence boxes.
7878-7880	Doc. Not included in original evidence boxes.
7881	w/ added stamp: "Plaintiff's Exhibit Durovic 25"; Doc. Not included in original evidence boxes.
7882-7883	w/ added stamp: "Plaintiff's Exhibit Durovic 26"; duplication of Doc #s 6083-6084.
7884-7885	w/ added stamp: "Plaintiff's Exhibit Durovic 27"; Doc. Not included in original evidence boxes.
7886-7888	w/ added stamp: "Plaintiff's Exhibit Durovic 28"; Doc. Not included in original evidence boxes.
7889-7900	w/ added stamp: "Plaintiff's Exhibit Durovic 29"; Doc. Not included in original evidence boxes.
7901-7902	w/ added stamp: "Plaintiff's Exhibit Durovic 30"; Doc. Not included in original evidence boxes.
7903-7904	w/ added stamp: "Plaintiff's Exhibit Durovic 31"; Doc. Not included in original evidence boxes.
7905	w/ added stamp: "Plaintiff's Exhibit Durovic 32"; Doc. Not included in original evidence boxes.
7906	w/ added stamp: "Plaintiff's Exhibit Durovic 19"; Doc. Not included in original evidence boxes.

DOCUMENT EXHIBITS

Document Exhibits
(in order of appearance)

#577	#1483	#7961
#578	#7975	#7962
"Job Titles"	#7956	#7963
#823	#7953	#7964
#1339	#7954	#6512
#1203	#7955	#969
#1204	#7957	#6141
#1205	#7958	#7929
#611	#7959	
"Mullin 48"	#7960	

Actual Exhibits

#577



U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
New York District Office

7 World Trade Center, 125 Street,
New York, New York 10038-5148,
Telephone: (212) 411-9500,
TDD: (212) 411-9500,
General Fax: (212) 411-9500,
Legal Fax: (212) 411-9500.

Charge No. 160-93-1020

Robert A. Shapiro
177 Livingston Avenue, #2A
Albany, NY 12206

Charging Party

New York State Department of Civil Service
State Office Building Campus
Albany, NY 12245

Respondent

DISCRIMINATION

In order to comply with the policy of the Commission, I state the following discrimination as to the charging party's complaint charge filed under Title VII of the Civil Rights Act of 1964 as amended, "Prohibited Discrimination on the Basis of Race or Color":

Charging Party's complaint is alleged that Respondent unlawfully discriminated against Respondent on the basis of race and color. Charging Party claims that Respondent discriminated against Respondent as a result of using employment testing that had an adverse impact on Blacks as a screening device or selection criteria for promotion to and/or retention in management positions. Charging Party also charged that Respondent retaliated against him for protesting the discriminatory practices.

Charging Party took an employment test known generally as the Battery Test to either maintain his position or for promotional purposes. His test score has adversely affected his ability to maintain or advance his grade as a civil service employee.

The Battery Test is described as a list of a major component for a wide range of supervisory and management titles in New York State government. The State administered two versions of the Battery Test in 1996 and 1997. Battery Level I was for Supervisors and Specialists for promotion from SG-26 and M-1, and Battery Level II was for mid and high level managers and administrators for promotion to SG-27 through SG-33, and M-2 through M-8.

It is undisputed that the Battery Test is not directly related to the specific requirements of a particular position; however, the Respondent argues that the use of the test varies by position and is only one of multiple criteria used for selection.

The evidence shows that the Battery Test has a disparate impact of Blacks and Hispanics. Once it is found to have disparate impact under the EEOC's Uniform Guidelines on Employee Selection Procedures, to lawfully use the test, the employer must be able to show that the test is job related and consistent with business necessity.

000577

#578

The Battery Test does not meet the validity criteria under EEOC's Uniform Guidelines on Employee Selection Procedures. For example, the Battery Test is used for a broad range of supervisory and managerial positions, and is not tailored to any of them. No suitable job analyses were employed in constructing the test for the particular position tested, nor is the test related to the specific demands of the jobs for which it is used. Indeed, the record shows that the test does not necessarily measure the ability to do the job competently. For example, the record shows that individuals who had been performing managerial jobs for several years, receiving excellent evaluations, scored too low to retain their positions. Also, while the Respondent denies there was a universal passing score, speed-to-hire and endorsement obtained during the investigation show arbitrary cut-off scores were used. Finally, there is no evidence that Respondent made any attempt to identify or use less discriminatory alternatives to the Battery Test.

The record also shows that after Charging Party protested that the Test Battery had an adverse impact on certain protected groups, Respondent retaliated against him. For example, credible witnesses can testify to confirm Charging Party's claim that after his protest, respondent established a new policy that employees Charging Party's co-workers were refused in a relations with Charging Party and charged with discrimination. Party, or unprejudicial scrutiny while performing his job.

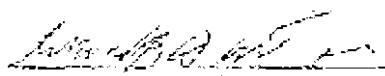
Based on this analysis, I have determined that there is reasonable cause to believe that Respondent's Battery Test has an adverse impact on Blacks and Hispanics, has not been validated, and therefore violates Title VII. I further find that the evidence establishes that Respondent retaliated against Charging Party.

When the Commission determines that there is reason to believe that a violation has occurred, it has a choice as to eliminate the alleged unlawful employment practice by informal methods of conciliation, mediation and persuasion. Having determined that there is reason to believe that a violation has occurred, the Commission now invites the Respondent to join with it in a collective effort to eliminate the violation of the statute. A representative of this office will be in contact with the Respondent with respect to the proposed conciliation and mediation process.

Next course of action taken obtained by the Commission during the conciliation process will be made available to both the state and Section 1601.25 of the Commission's Procedural Regulations. When the Commission declines to enter into settlement discussions, or when, for any other reason, the Commission's representative is unable to secure a settlement acceptable to the office, this office will inform the Respondent in writing of the court enforcement alternative of the Commission.

On Behalf of the Commission,

7-22-00
Date


Spencer H. Lewis, Jr.
District Director

000512

Job Titles
Required: 01/2/99
Address: 15 Apple Tree Lane
Latham, NY 12110

(B) A copy of, or a description by category and location of, all documents, data compilations, and tangible things that are in the possession, custody, or control of the party and that the disclosing party may use to support its claims or defenses, unless solely for impeachment;

Produced herewith and numbered 1 - 8984¹ are documents in the custody of the Department of Civil Service which the defendants may use to support their defenses.

The following additional documents are being compiled and copied, and will be produced on or before October 15, 2006:

1. Examination folders maintained by the Department of Civil Service's Division of Staffing Services for the following currently identified butterfly-based promotion examinations. The folders may include candidate information and materials relating to the development and implementation of said examinations:

- 04-025 Regional Building Construction Engineer
- 04-026 Assistant Director Division Contract Administration
- 04-027 Associate Heating & Ventilating Engineer
- 04-034 Management Systems Analyst 3 (Transportation)
- 04-040 Pharmacist 4
- 04-044 Associate Health CR Management Systems Analyst

¹ Due to technical problems with copying the produced copies, the following numbered ones do not exist: 64, 218, 626, 890-892, 898, 819, 1445-1446, 2897, 8400 and 6625.

#823

TABLE EIGHT

Problem Two

Item Means, Standard Deviations, Correlations with IRIs

	A	B	C	D	E	F	G	H	I	J	K
1	SECTION	ITEM	VALUE	SELECT	VALUE	VALUE	P-Q	S.D.	UNCORR	CORR	IRI
2	AA	1	-2	41	0.004	0.936	0.001	0.052	0.107	0.007	0.006
3	AA	2	-2	102	0.010	0.939	0.009	0.097	0.117	0.011	0.010
4	AA	3	-2	34	0.003	0.991	0.503	0.036	0.125	0.007	0.007
5	AA	4	0	326	0	1.000	0.000	0.000	0	0.000	0.000
6	AA	5	0	142	0	1.000	0.000	0.000	0	0.000	0.000
7	AA	6	+2	2727	0.255	0.745	0.190	0.436	0.051	0.059	-0.025
8	AA	7	+2	7728	0.720	0.277	0.200	0.448	0.094	0.042	0.006
9	AA	8	-2	89	0.008	0.992	0.008	0.091	0.124	0.011	0.010
10	AA	9	-2	27	0.003	0.997	0.003	0.050	0.103	0.005	0.005
11	AA	10	-2	52	0.003	0.997	0.003	0.055	0.119	0.006	0.006
12	BB	11	0	88	0	1.000	0.000	0.000	0	0.000	0.000
13	BB	12	0	61	0	1.000	0.000	0.000	0	0.000	0.000
14	BB	13	0	32	0	1.000	0.000	0.000	0	0.000	0.000
15	BB	14	0	35	0	1.000	0.000	0.000	0	0.000	0.000
16	BB	15	0	44	0	1.000	0.000	0.000	0	0.000	0.000
17	BB	16	0	61	0	1.000	0.000	0.000	0	0.000	0.000
18	BB	17	0	92	0	1.000	0.000	0.000	0	0.000	0.000
19	CC	18	-1	676	0.064	0.935	0.032	0.244	0.205	0.030	0.184
20	CC	19	0	2739	0	1.000	0.000	0.000	0	0.000	0.000
21	CC	20	-1	205	0.019	0.981	0.019	0.137	0.067	0.009	0.007
22	CC	21	+1	6808	0.638	0.362	0.231	0.481	0.353	0.169	0.151
23	CC	22	-1	956	0.090	0.910	0.082	0.237	0.099	0.028	0.021
24	CC	23	+1	7760	0.727	0.273	0.199	0.446	0.418	0.136	0.171
25	CC	24	-1	443	0.041	0.959	0.040	0.199	0.044	0.009	0.005
26	CC	25	0	1762	0	1.000	0.000	0.000	0	0.000	0.000
27	CC	26	+1	3970	0.372	0.628	0.234	0.480	0.234	0.113	0.093
28	CC	27	-1	69	0.006	0.994	0.006	0.080	0.079	0.016	0.006

ATTORNEY'S EYES ONLY

#1339

1234

TO: WJL/The FIC
FROM: Ray
SUBJECT: Post-test Sensitivity Review of Multiple-Choice Portion of 01-001 (1997)
DATE: December 11, 1997

The panel of four black reviewers and I discussed nine items identified by Mantel-Haenszel analysis as functioning differentially for whites and blacks--5 favoring blacks, 4 disfavoring them. (No items had been identified as showing DIF for whites and Hispanics.)

For most items, the reviewers offered no suggestions as to the source of the DIF; they were as puzzled as we. However, for several items testable hypotheses were suggested--not "cures," but things to look at.

For one Written Communication item on which blacks did especially well relative to whites, we noted that it was a straightforward fact-hearsay item. This raised the question to be investigated: do blacks generally do relatively better on such items, or is this not generalizable?

For two other unrelated items entailing reviewing/critiquing a letter and a memo, respectively, blacks gravitated toward distractors more "tolerant" of the work of the hypothetical writer. This lead us to consider at least the possibility that blacks are less likely to be critical of others' work.

No key changes were suggested or recommended by the reviewers.

DATE	2-1962	BY	1-1962	SA	1-1962	1-1962	1-1962	1-1962
REVIEWING OFFICER'S NAME					REVIEWING OFFICER'S NAME			
REVIEWING OFFICER'S NAME					REVIEWING OFFICER'S NAME			
REVIEWING OFFICER'S NAME					REVIEWING OFFICER'S NAME			

[illegible][illegible]



[Faint, illegible text from bleed-through]

[illegible][illegible][illegible]

Figure 1. Schematic representation of the experimental design. The subjects were divided into two groups: the control group (CG) and the experimental group (EG). The CG was divided into two subgroups: the control group (CG) and the control group (CG). The EG was divided into two subgroups: the experimental group (EG) and the experimental group (EG). The subjects were divided into two groups: the control group (CG) and the experimental group (EG). The CG was divided into two subgroups: the control group (CG) and the control group (CG). The EG was divided into two subgroups: the experimental group (EG) and the experimental group (EG).

0.3 2.0 3.0 4.0 5.0 6.0 7.0 8.0 9.0 10.0 11.0 12.0 13.0 14.0 15.0 16.0 17.0 18.0 19.0 20.0 21.0 22.0 23.0 24.0 25.0 26.0 27.0 28.0 29.0 30.0 31.0 32.0 33.0 34.0 35.0 36.0 37.0 38.0 39.0 40.0 41.0 42.0 43.0 44.0 45.0 46.0 47.0 48.0 49.0 50.0 51.0 52.0 53.0 54.0 55.0 56.0 57.0 58.0 59.0 60.0 61.0 62.0 63.0 64.0 65.0 66.0 67.0 68.0 69.0 70.0 71.0 72.0 73.0 74.0 75.0 76.0 77.0 78.0 79.0 80.0 81.0 82.0 83.0 84.0 85.0 86.0 87.0 88.0 89.0 90.0 91.0 92.0 93.0 94.0 95.0 96.0 97.0 98.0 99.0 100.0 101.0 102.0 103.0 104.0 105.0 106.0 107.0 108.0 109.0 110.0 111.0 112.0 113.0 114.0 115.0 116.0 117.0 118.0 119.0 120.0 121.0 122.0 123.0 124.0 125.0 126.0 127.0 128.0 129.0 130.0 131.0 132.0 133.0 134.0 135.0 136.0 137.0 138.0 139.0 140.0 141.0 142.0 143.0 144.0 145.0 146.0 147.0 148.0 149.0 150.0 151.0 152.0 153.0 154.0 155.0 156.0 157.0 158.0 159.0 160.0 161.0 162.0 163.0 164.0 165.0 166.0 167.0 168.0 169.0 170.0 171.0 172.0 173.0 174.0 175.0 176.0 177.0 178.0 179.0 180.0 181.0 182.0 183.0 184.0 185.0 186.0 187.0 188.0 189.0 190.0 191.0 192.0 193.0 194.0 195.0 196.0 197.0 198.0 199.0 200.0 201.0 202.0 203.0 204.0 205.0 206.0 207.0 208.0 209.0 210.0 211.0 212.0 213.0 214.0 215.0 216.0 217.0 218.0 219.0 220.0 221.0 222.0 223.0 224.0 225.0 226.0 227.0 228.0 229.0 230.0 231.0 232.0 233.0 234.0 235.0 236.0 237.0 238.0 239.0 240.0 241.0 242.0 243.0 244.0 245.0 246.0 247.0 248.0 249.0 250.0 251.0 252.0 253.0 254.0 255.0 256.0 257.0 258.0 259.0 260.0 261.0 262.0 263.0 264.0 265.0 266.0 267.0 268.0 269.0 270.0 271.0 272.0 273.0 274.0 275.0 276.0 277.0 278.0 279.0 280.0 281.0 282.0 283.0 284.0 285.0 286.0 287.0 288.0 289.0 290.0 291.0 292.0 293.0 294.0 295.0 296.0 297.0 298.0 299.0 300.0 301.0 302.0 303.0 304.0 305.0 306.0 307.0 308.0 309.0 310.0 311.0 312.0 313.0 314.0 315.0 316.0 317.0 318.0 319.0 320.0 321.0 322.0 323.0 324.0 325.0 326.0 327.0 328.0 329.0 330.0 331.0 332.0 333.0 334.0 335.0 336.0 337.0 338.0 339.0 340.0 341.0 342.0 343.0 344.0 345.0 346.0 347.0 348.0 349.0 350.0 351.0 352.0 353.0 354.0 355.0 356.0 357.0 358.0 359.0 360.0 361.0 362.0 363.0 364.0 365.0 366.0 367.0 368.0 369.0 370.0 371.0 372.0 373.0 374.0 375.0 376.0 377.0 378.0 379.0 380.0 381.0 382.0 383.0 384.0 385.0 386.0 387.0 388.0 389.0 390.0 391.0 392.0 393.0 394.0 395.0 396.0 397.0 398.0 399.0 400.0 401.0 402.0 403.0 404.0 405.0 406.0 407.0 408.0 409.0 410.0 411.0 412.0 413.0 414.0 415.0 416.0 417.0 418.0 419.0 420.0 421.0 422.0 423.0 424.0 425.0 426.0 427.0 428.0 429.0 430.0 431.0 432.0 433.0 434.0 435.0 436.0 437.0 438.0 439.0 440.0 441.0 442.0 443.0 444.0 445.0 446.0 447.0 448.0 449.0 450.0 451.0 452.0 453.0 454.0 455.0 456.0 457.0 458.0 459.0 460.0 461.0 462.0 463.0 464.0 465.0 466.0 467.0 468.0 469.0 470.0 471.0 472.0 473.0 474.0 475.0 476.0 477.0 478.0 479.0 480.0 481.0 482.0 483.0 484.0 485.0 486.0 487.0 488.0 489.0 490.0 491.0 492.0 493.0 494.0 495.0 496.0 497.0 498.0 499.0 500.0 501.0 502.0 503.0 504.0 505.0 506.0 507.0 508.0 509.0 510.0 511.0 512.0 513.0 514.0 515.0 516.0 517.0 518.0 519.0 520.0 521.0 522.0 523.0 524.0 525.0 526.0 527.0 528.0 529.0 530.0 531.0 532.0 533.0 534.0 535.0 536.0 537.0 538.0 539.0 540.0 541.0 542.0 543.0 544.0 545.0 546.0 547.0 548.0 549.0 550.0 551.0 552.0 553.0 554.0 555.0 556.0 557.0 558.0 559.0 560.0 561.0 562.0 563.0 564.0 565.0 566.0 567.0 568.0 569.0 570.0 571.0 572.0 573.0 574.0 575.0 576.0 577.0 578.0 579.0 580.0 581.0 582.0 583.0 584.0 585.0 586.0 587.0 588.0 589.0 590.0 591.0 592.0 593.0 594.0 595.0 596.0 597.0 598.0 599.0 600.0 601.0 602.0 603.0 604.0 605.0 606.0 607.0 608.0 609.0 610.0 611.0 612.0 613.0 614.0 615.0 616.0 617.0 618.0 619.0 620.0 621.0 622.0 623.0 624.0 625.0 626.0 627.0 628.0 629.0 630.0 631.0 632.0 633.0 634.0 635.0 636.0 637.0 638.0 639.0 640.0 641.0 642.0 643.0 644.0 645.0 646.0 647.0 648.0 649.0 650.0 651.0 652.0 653.0 654.0 655.0 656.0 657.0 658.0 659.0 660.0 661.0 662.0 663.0 664.0 665.0 666.0 667.0 668.0 669.0 670.0 671.0 672.0 673.0 674.0 675.0 676.0 677.0 678.0 679.0 680.0 681.0 682.0 683.0 684.0 685.0 686.0 687.0 688.0 689.0 690.0 691.0 692.0 693.0 694.0 695.0 696.0 697.0 698.0 699.0 700.0

$\frac{d}{dt} \left(\frac{1}{\rho} \right) = - \frac{1}{\rho^2} \frac{d\rho}{dt}$

1944

2/12/97

✓

STRAVEYED ON

[illegible][illegible]

#1204

Booklet Number 4044A Problem A Problem 1 Section Section A Section Type <input checked="" type="checkbox"/> Choose As Many <input type="checkbox"/> Choose Only One <input type="checkbox"/> Other N = 1469	EXAMINER'S RECOMMENDATION SPECIFIC OBJECTION <input type="checkbox"/> Neither the item analyzed nor the appellant's arguments support a value change. Confirm value(s) <input type="checkbox"/> Confirm value(s) <input checked="" type="checkbox"/> Change value(s) as follows: <u>Item 1, part of 120</u> INTERNAL OBJECTION <input type="checkbox"/> None <input type="checkbox"/> Other:
---	---

See discussion below

The Level 1 French Test Battery was granted its approval status by the Department of Defense. It is not subject to review from candidate review.

On December 3, 1967, we invited a panel of management executives representing a variety of state agencies to solve the translation problem, the candidate answers, and the statistical results. The agenda was to discuss Question Problem One to determine a score of the items was assigned correctly.

William or Preston One began and said she had received a variety of letters and mail. They also informed that this is their first day on the job and they have a 9:00 a.m. meeting with their boss, Jerome Johnson. During that meeting, Johnson will discuss their computers and be introduced shortly to the other workers. At 11:00 a.m. they will have lunch and then return to work. During that time, if there is an incident, then a worker will be called. One worker, however, was overlooked. The neighborhood newsletter also includes a note from Marian Bull, a neighborhood coordinator, asking that they all send their eyes. However, they do not have time and are completing their work. She has been doing

[illegible]

#1205

Only 26 percent of the candidates felt this was an appropriate action. After considerable discussion, the committee felt that there were also some negative aspects to going to Jerome with this issue, at this time. It is not unreasonable to presume that if Jerome had insight or information about Dick that he would have obtained the supervisor of his knowledge. Moreover, there should be some reluctance on the part of individuals to run to their boss each and every time a difficult issue presents itself. To elect to wait to talk to Jerome until additional information can be obtained or at least until the supervisor has had a chance to talk to Dick, is entirely reasonable. Because there are both advantages and disadvantages to approaching Jerome on this issue at this point, the committee recommended that item 7 be weighed neutrally.

* Item 8: Jerome's Career

2/13/04: Jerome's Career by [illegible]

2/13/04: Jerome's Career by [illegible]

#611



STATE OF NEW YORK DEPARTMENT OF CIVIL SERVICE INTEROFFICE MEMORANDUM

TO : Mr. [Name]
FROM : James [Name]
SUBJECT : Attached Prior Approval Request
DATE : August 19, 1994

The following information is being provided for your information and for your review. The information is being provided for your information and for your review. The information is being provided for your information and for your review.

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Very truly yours,

The information is being provided for your information and for your review. The information is being provided for your information and for your review. The information is being provided for your information and for your review. The information is being provided for your information and for your review. The information is being provided for your information and for your review.

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Very truly yours,

"Mullin 48"

STATE OF NEW YORK
INSURANCE DEPARTMENT
24 BEAVER STREET
NEW YORK, NEW YORK 10004

March 16, 1999

Ms. Diana Mullin
Staffing Services Representative
NYS Department of Civil Service
State Campus, Building 1
Albany, New York 12249

Dear Ms. Mullin:

Attached is the Principal Insurance Services Personnel Assessment Likert Scale and recommendations for the rating and review process. As we discussed the recommended minimum qualifications on this scale as a guideline. As a rule based on a 100 comparison to take the test and one year of quality experience may be applied. We are also recommending that all candidates be limited to the information even if they failed the minimum test score (PITB).

The Committee that designed this assessment believes that the relationship between the test and the external assessment (PA) should be 100% on the PITB and 75% on the PA. We realize that the PITB has to be used as part of the process. However, PA's have previously indicated with respect to other exams, the PITB is considered a particularly valid mechanism for testing the knowledge, skills and abilities needed to perform the duties of the position in the Insurance Department. This is based on our experience with the Department's previous examination results, assessment feedback from candidates who participated poorly or failed the PITB but were successful in their jobs. Our rationale is that the scale should be used with the PITB and not as a separate test for candidates who would not be considered for the position even if they passed the minimum test score.

Thank you for your attention to this matter. We would like to know if you have any questions or comments.

Sincerely,
Barbara Watson

Barbara Watson
Director of Human Resources



#1483

1377



GEORGE A. BACOT
COMPTROLLER

STATE OF NEW YORK
DEPARTMENT OF CIVIL SERVICE
THE STATE CAMPUS
ALBANY, NEW YORK 12224



THOMAS G. PELLEGRINO
DEPUTY COMPTROLLER

March 12, 1997

CONFIDENTIAL

J. M. Gaughan, Chief Bureau Sch. Imp. Plng.
New York City Coordinating Group
Room 379
EBA
New York State Education Department
Albany, New York 12234

Dear Mr. Gaughan:

Thank you for agreeing to help write the latent image written simulation portion of the Promotion Test Battery for Mid and High-Level Managers. Our introductory meeting will be on March 19 from 9:00 am to noon at Building One on the Hartman Office Campus in Classroom 4. Classroom 4 is on the first floor, at the west end of the building on the side that faces Western Avenue. Please park in Lot D, on the Western Avenue side of the Cafeteria, which is Building Three. I have enclosed the parking permit that you will need to display on your dashboard.

I have also enclosed the agenda for the meeting. We will spend most of the time discussing how to develop written simulations that will assess critical job related supervision and management skills. We will also sketch out the organizational context and some of the characters who will appear in them problems. We will serve a light lunch and adjourn around noon.

I look forward to seeing you on Wednesday, March 19. If you need to contact me, please call (518) 457-6461.

Sincerely,

Elizabeth M. Kaido
Principal Personnel Examiner

Enclosures

AN EQUAL OPPORTUNITY/AFFIRMATIVE ACTION EMPLOYER

1483

#7975



GEORGE C. SINNOTT
COMMISSIONER

STATE OF NEW YORK
DEPARTMENT OF CIVIL SERVICE
THE STATE CAMPUS
ALBANY, NEW YORK 12239



THOMAS M. FILLERON
EXECUTIVE
DEPUTY COMMISSIONER

CONFIDENTIAL

January 5, 1998

James M. Gaughan
Chief, Bureau of School Improvement Planning
NYS Dept. of Education
New York City Coordinating Group
Room 379, Education Building Annex
Albany, New York 12234

Dear Mr. Gaughan:

We are seeking your input to update the job analysis for the Promotion Test Battery that you helped us write. I hope that you will take a few moments to fill in the enclosed two-page questionnaire and return it to me in the envelope provided for that purpose.

We are continually working on improving the quality of our tests, and this job analysis is part of that effort. With your help we can put together a few managers out and improve organizational problems. We want to make sure that we keep these problems on target. With your input and these ratings, we will be able to accomplish that goal.

Please read each of the job competencies listed. Mark an E in the Rating Column if the competency is Essential to the job of a manager at the G27 level and above, or an X if the competency is Not Needed; otherwise, leave the space blank.

I would appreciate it if you could send the questionnaire back to me by January 16. Thanks for your time, and have a great New Year in 1998.

Sincerely,

Elizabeth M. Kaldo, Ph.D.
Chief Personnel Examiner

JOB ANALYSIS FOR PATTERIES

Write a 1-5 in the Rating Column if the competence is essential or a 1-3 if it is Not Needed; otherwise, leave blank.

Rating	Competency	Behavior Dimension
supervisor	Determine appropriate goals to accomplish the tasks of the organization	Designing and implementing action plans
supervisor	Develop strategies with and/or key others to implement goals	Designing and implementing action plans
supervisor	Establish a balance among competing objectives to accomplish overall organizational goals	Designing and implementing action plans
supervisor	Get all the resources (financial, technical, people) they need to get their work done	Designing and implementing action plans
supervisor	Make decisions	Designing and implementing action plans
supervisor	Manage financial resources and a program or program	Designing and implementing action plans
supervisor	Review financial policies to make sure they are realistic	Designing and implementing action plans
supervisor	Show flexibility when working with others	Designing and implementing action plans
supervisor	Challenge the status quo	Designing and implementing action plans
supervisor	Encourage staff to try new ideas and new technology	Designing and implementing action plans
supervisor	Review good work	Designing and implementing action plans
supervisor	Share power and authority	Designing and implementing action plans
supervisor	Establish an ethical environment and policies to remove staff	Designing and implementing action plans
supervisor	First authority to remove staff	Designing and implementing action plans
supervisor	Encourage staff to take initiative and give approval to program working	Designing and implementing action plans
supervisor	Give staff a chance to give input and give approval to work and make decisions	Designing and implementing action plans
supervisor	Provide feedback with the organization	Designing and implementing action plans
supervisor	Provide recognition and reward for effective performance	Designing and implementing action plans
supervisor	State rewards for good work	Designing and implementing action plans
supervisor	Motivate staff to do good work	Designing and implementing action plans
supervisor	Assist staff with job related problems	Designing and implementing action plans
supervisor	Coach staff	Designing and implementing action plans
supervisor	Establish relations with key people or groups	Designing and implementing action plans
supervisor	Warn staff to limit staff work	Designing and implementing action plans
supervisor	Manage staff with the firm and external groups to facilitate program implementation	Designing and implementing action plans
supervisor	Coordinate staff with parts of the organization to accomplish goals	Designing and implementing action plans
supervisor	Create a work environment where individuals are treated fairly	Designing and implementing action plans
supervisor	Encourage staff	Designing and implementing action plans
supervisor	Establish an environment that encourages innovation	Designing and implementing action plans
supervisor	Gain cooperation from others to obtain information and accomplish goals	Designing and implementing action plans
supervisor	Involve others in decision making	Designing and implementing action plans
supervisor	Model high standards of honesty and integrity	Designing and implementing action plans
supervisor	Obtain staff from supervisors before taking official action	Designing and implementing action plans
supervisor	Resolve problems and reach a workable solution among the parties	Designing and implementing action plans
supervisor	Respect responsibility to the needs, feelings, and capabilities of staff	Designing and implementing action plans

Page 2

#7956
6-6-08

#7953

JOB ANALYSIS FOR MANAGERS AND ADMINISTRATORS

Mark an E in the Rating Column if the competency is Essential or an X if it is Not Needed; otherwise, leave blank.

Competency	Rating
Absorb and respond appropriately to new information.	
Analyze potential organizational problems or changing situations.	
Anticipate potential threats or opportunities.	
Assess the various aspects of a problem.	
Determine objectives and strategies.	
Explore new work methods and systems using new technology.	
Keep abreast of key agency policies and priorities likely to affect the program area.	
Obtain relevant information before making a decision.	
Perceive impact and implications of decisions.	
Match staff's interests, abilities, strengths and weaknesses to the job.	
Provide career growth opportunities for staff.	
Adjust work schedules to meet changing priorities.	
Explain the parameters of work assignments.	
Schedule work assignments.	
Set and adjust priorities.	
Set deadlines for project completion.	
Encourage open communication and input from staff.	
Explain significant goals, activities, policies, and procedures to staff.	
Ask questions to clarify issues.	
Provide a means for regular contact and feedback from clients.	
Train staff how to do their work.	
Anticipate the needs of clients.	
Communicate the organization's vision and mission to staff.	
Encourage regular communication with clients to ensure their needs are met.	
Inform higher level management of program developments.	
Inform staff of developments and their impact on organizational activities.	
Present information to bosses (when, what, how).	
Provide feedback to management.	
Establish organizational objectives to provide direction for assignment of resources.	
Initiate self-directed action.	
Integrate client expectations into the delivery process or products.	
Negotiate solutions acceptable to the people involved.	
Seek opportunities to move the organization toward its goals.	
Work effectively under pressure.	
Adjust work procedures to avoid future problems.	
Adjust work/action plans as a result of budget changes.	
Determine specific projects or actions to accomplish the goals of the organization.	
Develop strategies with contingency plans to implement goals.	
Establish a balance among competing objectives to accomplish overall organizational goals.	
Get staff the resources (equipment, knowledge, people) they need to get their work done.	
Make decisions.	
Manage financial aspects of a program or programs.	
Recommend solutions to critical or sensitive problems.	
Show flexibility when conditions change.	
Challenge to do good work.	
Encourage staff to stay informed about new technology.	
Reward good work.	
Share power and authority.	
Establish organizational procedures and policies to empower staff.	

#7954

JOB ANALYSIS FOR MANAGERS AND ADMINISTRATORS

Mark an E in the Rating Column if the competency is Essential or an X if it is Not Needed; otherwise, leave blank.

Competency	Rating
Push authority downward.	
Encourage innovation.	
Encourage staff to take innovative approaches to problem solving.	
Give staff substantial authority and discretion to do work and make decisions.	
Promote teamwork within the organization.	
Provide recognition and reward for effective performance.	
Share rewards for good work.	
Motivate staff to do good work.	
Assist staff with job related problems.	
Coach staff.	
Establish networks with key individuals or groups.	
Manage conflict among staff.	
Negotiate with internal and external groups to facilitate program implementation.	
Coordinate with other parts of the organization to accomplish goals.	
Create a work environment where individuals are treated fairly.	
Encourage trust.	
Establish an environment that encourages innovation.	
Gain cooperation from others to obtain information and accomplish goals.	
Involve relevant people in decision making.	
Model high standards of honesty and integrity.	
Obtain support from superiors before taking critical action.	
Resolve problems and reach a workable solution among the parties.	
Respond appropriately to the needs, feelings, and capabilities of staff.	
Show respect for others.	
Work with others to achieve goals.	
Review program for conformance with existing policies.	
Use client feedback system to evaluate delivery of service.	
Advise staff of performance standards	
Conduct formal performance appraisals.	
Evaluate program performance and project accomplishments.	
Identify potential problems in staff's behavior and take appropriate action.	
Insure that effective internal controls are developed and maintained.	
Keep staff informed of the quality of their own performance.	
Maintain a high level of professional expertise.	
Make decisions on significant personnel actions.	
Monitor and evaluate staff work products.	
Monitor programs to identify problems.	
Monitor progress on programs.	
Monitor progress on work assignments.	
Review the quality of work.	
Set standards for work and for handling cases where standards are not met.	

#7955

#7956

9-26-2

JOB ANALYSIS FOR ES BATTERIES

Mark an E in the Rating Column if the competency is essential or an E in the Job Analysis otherwise, leave blank.

Behavior Dimension	Competency	Rating	Level
Designing and implementing action plans	Determine specific projects or sectors to work upon the goals of the organization.		supervisors
Designing and implementing action plans	Develop strategies with contingency plans to overcome goals		supervisors
Designing and implementing action plans	Establish a performance management system to accomplish overall organizational goals.		supervisors
Designing and implementing action plans	Get staff the resources or necessary knowledge, people they need to get their work done		supervisors
Designing and implementing action plans	Make decisions		supervisors
Designing and implementing action plans	Manage financial resources and programs.		supervisors
Designing and implementing action plans	Recommend solutions pertinent to solution problems		supervisors
Designing and implementing action plans	Show flexibility or conditions change		supervisors
Designing and implementing action plans	Challenge to do good work		supervisors
Designing and implementing action plans	Encourage staff to stay informed about new technology		supervisors
Designing and implementing action plans	Review good work		supervisors
Designing and implementing action plans	Share power and authority		supervisors
Designing and implementing action plans	Select a non-political procedures and policies to employee staff		supervisors
Designing and implementing action plans	Push authority downward		supervisors
Designing and implementing action plans	Encourage innovation		supervisors
Designing and implementing action plans	Encourage staff to take initiatives approaches to problem solving		supervisors
Designing and implementing action plans	Give staff a budget authority and decision to do work are make decisions		supervisors
Designing and implementing action plans	Provide a reward system with the organization		supervisors
Designing and implementing action plans	Provide recognition to reward for effective performance		supervisors
Designing and implementing action plans	Share rewards for good work		supervisors
Designing and implementing action plans	Motivate staff to do good work		supervisors
Designing and implementing action plans	Monitor staff who do good work		supervisors
Designing and implementing action plans	Monitor staff who do related problems		supervisors
Designing and implementing action plans	Coach staff		supervisors
Designing and implementing action plans	Establish networks with key individuals or groups		supervisors
Designing and implementing action plans	Manage conflict among peers		supervisors
Designing and implementing action plans	Negotiate with internal and external groups to facilitate program implementation		supervisors
Designing and implementing action plans	Coordinate all parts of the organization to accomplish goals		supervisors
Designing and implementing action plans	Create a work environment where individuals are treated fairly		supervisors
Designing and implementing action plans	Encourage trust		supervisors
Designing and implementing action plans	Establish an organizational encouragement system		supervisors
Designing and implementing action plans	Gain cooperation from others to obtain information and accomplish goals		supervisors
Designing and implementing action plans	Make decisions to complete a decision making		supervisors
Designing and implementing action plans	Model high standards of honesty and integrity		supervisors
Designing and implementing action plans	Obtain support from superiors before taking action		supervisors
Designing and implementing action plans	Resolve problems and reach a workable solution among the parties		supervisors
Designing and implementing action plans	Respond appropriately to the needs, feelings, and capabilities of staff		supervisors

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Book on Zingone Rating System in Letter to the Editor, only a full working draft. Mark

TO	FROM	W	MASS 2	WYEN 3	WYEN 4	WYEN 5	WYEN 6	WYEN 7	WYEN 8	WYEN 9	WYEN 10	WYEN 11	WYEN 12	WYEN 13	WYEN 14	WYEN 15	WYEN 16	WYEN 17	WYEN 18	WYEN 19	WYEN 20	WYEN 21	WYEN 22	WYEN 23	WYEN 24	WYEN 25	WYEN 26	WYEN 27	WYEN 28	WYEN 29	WYEN 30	WYEN 31	WYEN 32	WYEN 33	WYEN 34	WYEN 35	WYEN 36	WYEN 37	WYEN 38	WYEN 39	WYEN 40	WYEN 41	WYEN 42	WYEN 43	WYEN 44	WYEN 45	WYEN 46	WYEN 47	WYEN 48	WYEN 49	WYEN 50	WYEN 51	WYEN 52	WYEN 53	WYEN 54	WYEN 55	WYEN 56	WYEN 57	WYEN 58	WYEN 59	WYEN 60	WYEN 61	WYEN 62	WYEN 63	WYEN 64	WYEN 65	WYEN 66	WYEN 67	WYEN 68	WYEN 69	WYEN 70	WYEN 71	WYEN 72	WYEN 73	WYEN 74	WYEN 75	WYEN 76	WYEN 77	WYEN 78	WYEN 79	WYEN 80	WYEN 81	WYEN 82	WYEN 83	WYEN 84	WYEN 85	WYEN 86	WYEN 87	WYEN 88	WYEN 89	WYEN 90	WYEN 91	WYEN 92	WYEN 93	WYEN 94	WYEN 95	WYEN 96	WYEN 97	WYEN 98	WYEN 99	WYEN 100	WYEN 101	WYEN 102	WYEN 103	WYEN 104	WYEN 105	WYEN 106	WYEN 107	WYEN 108	WYEN 109	WYEN 110	WYEN 111	WYEN 112	WYEN 113	WYEN 114	WYEN 115	WYEN 116	WYEN 117	WYEN 118	WYEN 119	WYEN 120	WYEN 121	WYEN 122	WYEN 123	WYEN 124	WYEN 125	WYEN 126	WYEN 127	WYEN 128	WYEN 129	WYEN 130	WYEN 131	WYEN 132	WYEN 133	WYEN 134	WYEN 135	WYEN 136	WYEN 137	WYEN 138	WYEN 139	WYEN 140	WYEN 141	WYEN 142	WYEN 143	WYEN 144	WYEN 145	WYEN 146	WYEN 147	WYEN 148	WYEN 149	WYEN 150	WYEN 151	WYEN 152	WYEN 153	WYEN 154	WYEN 155	WYEN 156	WYEN 157	WYEN 158	WYEN 159	WYEN 160	WYEN 161	WYEN 162	WYEN 163	WYEN 164	WYEN 165	WYEN 166	WYEN 167	WYEN 168	WYEN 169	WYEN 170	WYEN 171	WYEN 172	WYEN 173	WYEN 174	WYEN 175	WYEN 176	WYEN 177	WYEN 178	WYEN 179	WYEN 180	WYEN 181	WYEN 182	WYEN 183	WYEN 184	WYEN 185	WYEN 186	WYEN 187	WYEN 188	WYEN 189	WYEN 190	WYEN 191	WYEN 192	WYEN 193	WYEN 194	WYEN 195	WYEN 196	WYEN 197	WYEN 198	WYEN 199	WYEN 200	WYEN 201	WYEN 202	WYEN 203	WYEN 204	WYEN 205	WYEN 206	WYEN 207	WYEN 208	WYEN 209	WYEN 210	WYEN 211	WYEN 212	WYEN 213	WYEN 214	WYEN 215	WYEN 216	WYEN 217	WYEN 218	WYEN 219	WYEN 220	WYEN 221	WYEN 222	WYEN 223	WYEN 224	WYEN 225	WYEN 226	WYEN 227	WYEN 228	WYEN 229	WYEN 230	WYEN 231	WYEN 232	WYEN 233	WYEN 234	WYEN 235	WYEN 236	WYEN 237	WYEN 238	WYEN 239	WYEN 240	WYEN 241	WYEN 242	WYEN 243	WYEN 244	WYEN 245	WYEN 246	WYEN 247	WYEN 248	WYEN 249	WYEN 250	WYEN 251	WYEN 252	WYEN 253	WYEN 254	WYEN 255	WYEN 256	WYEN 257	WYEN 258	WYEN 259	WYEN 260	WYEN 261	WYEN 262	WYEN 263	WYEN 264	WYEN 265	WYEN 266	WYEN 267	WYEN 268	WYEN 269	WYEN 270	WYEN 271	WYEN 272	WYEN 273	WYEN 274	WYEN 275	WYEN 276	WYEN 277	WYEN 278	WYEN 279	WYEN 280	WYEN 281	WYEN 282	WYEN 283	WYEN 284	WYEN 285	WYEN 286	WYEN 287	WYEN 288	WYEN 289	WYEN 290	WYEN 291	WYEN 292	WYEN 293	WYEN 294	WYEN 295	WYEN 296	WYEN 297	WYEN 298	WYEN 299	WYEN 300	WYEN 301	WYEN 302	WYEN 303	WYEN 304	WYEN 305	WYEN 306	WYEN 307	WYEN 308	WYEN 309	WYEN 310	WYEN 311	WYEN 312	WYEN 313	WYEN 314	WYEN 315	WYEN 316	WYEN 317	WYEN 318	WYEN 319	WYEN 320	WYEN 321	WYEN 322	WYEN 323	WYEN 324	WYEN 325	WYEN 326	WYEN 327	WYEN 328	WYEN 329	WYEN 330	WYEN 331	WYEN 332	WYEN 333	WYEN 334	WYEN 335	WYEN 336	WYEN 337	WYEN 338	WYEN 339	WYEN 340	WYEN 341	WYEN 342	WYEN 343	WYEN 344	WYEN 345	WYEN 346	WYEN 347	WYEN 348	WYEN 349	WYEN 350	WYEN 351	WYEN 352	WYEN 353	WYEN 354	WYEN 355	WYEN 356	WYEN 357	WYEN 358	WYEN 359	WYEN 360	WYEN 361	WYEN 362	WYEN 363	WYEN 364	WYEN 365	WYEN 366	WYEN 367	WYEN 368	WYEN 369	WYEN 370	WYEN 371	WYEN 372	WYEN 373	WYEN 374	WYEN 375	WYEN 376	WYEN 377	WYEN 378	WYEN 379	WYEN 380	WYEN 381	WYEN 382	WYEN 383	WYEN 384	WYEN 385	WYEN 386	WYEN 387	WYEN 388	WYEN 389	WYEN 390	WYEN 391	WYEN 392	WYEN 393	WYEN 394	WYEN 395	WYEN 396	WYEN 397	WYEN 398	WYEN 399	WYEN 400	WYEN 401	WYEN 402	WYEN 403	WYEN 404	WYEN 405	WYEN 406	WYEN 407	WYEN 408	WYEN 409	WYEN 410	WYEN 411	WYEN 412	WYEN 413	WYEN 414	WYEN 415	WYEN 416	WYEN 417	WYEN 418	WYEN 419	WYEN 420	WYEN 421	WYEN 422	WYEN 423	WYEN 424	WYEN 425	WYEN 426	WYEN 427	WYEN 428	WYEN 429	WYEN 430	WYEN 431	WYEN 432	WYEN 433	WYEN 434	WYEN 435	WYEN 436	WYEN 437	WYEN 438	WYEN 439	WYEN 440	WYEN 441	WYEN 442	WYEN 443	WYEN 444	WYEN 445	WYEN 446	WYEN 447	WYEN 448	WYEN 449	WYEN 450	WYEN 451	WYEN 452	WYEN 453	WYEN 454	WYEN 455	WYEN 456	WYEN 457	WYEN 458	WYEN 459	WYEN 460	WYEN 461	WYEN 462	WYEN 463	WYEN 464	WYEN 465	WYEN 466	WYEN 467	WYEN 468	WYEN 469	WYEN 470	WYEN 471	WYEN 472	WYEN 473	WYEN 474	WYEN 475	WYEN 476	WYEN 477	WYEN 478	WYEN 479	WYEN 480	WYEN 481	WYEN 482	WYEN 483	WYEN 484	WYEN 485	WYEN 486	WYEN 487	WYEN 488	WYEN 489	WYEN 490	WYEN 491	WYEN 492	WYEN 493	WYEN 494	WYEN 495	WYEN 496	WYEN 497	WYEN 498	WYEN 499	WYEN 500	WYEN 501	WYEN 502	WYEN 503	WYEN 504	WYEN 505	WYEN 506	WYEN 507	WYEN 508	WYEN 509	WYEN 510	WYEN 511	WYEN 512	WYEN 513	WYEN 514	WYEN 515	WYEN 516	WYEN 517	WYEN 518	WYEN 519	WYEN 520	WYEN 521	WYEN 522	WYEN 523	WYEN 524	WYEN 525	WYEN 526	WYEN 527	WYEN 528	WYEN 529	WYEN 530	WYEN 531	WYEN 532	WYEN 533	WYEN 534	WYEN 535	WYEN 536	WYEN 537	WYEN 538	WYEN 539	WYEN 540	WYEN 541	WYEN 542	WYEN 543	WYEN 544	WYEN 545	WYEN 546	WYEN 547	WYEN 548	WYEN 549	WYEN 550	WYEN 551	WYEN 552	WYEN 553	WYEN 554	WYEN 555	WYEN 556	WYEN 557	WYEN 558	WYEN 559	WYEN 560	WYEN 561	WYEN 562	WYEN 563	WYEN 564	WYEN 565	WYEN 566	WYEN 567	WYEN 568	WYEN 569	WYEN 570	WYEN 571	WYEN 572	WYEN 573	WYEN 574	WYEN 575	WYEN 576	WYEN 577	WYEN 578	WYEN 579	WYEN 580	WYEN 581	WYEN 582	WYEN 583	WYEN 584	WYEN 585	WYEN 586	WYEN 587	WYEN 588	WYEN 589	WYEN 590	WYEN 591	WYEN 592	WYEN 593	WYEN 594	WYEN 595	WYEN 596	WYEN 597	WYEN 598	WYEN 599	WYEN 600	WYEN 601	WYEN 602	WYEN 603	WYEN 604	WYEN 605	WYEN 606	WYEN 607	WYEN 608	WYEN 609	WYEN 610	WYEN 611	WYEN 612	WYEN 613	WYEN 614	WYEN 615	WYEN 616	WYEN 617	WYEN 618	WYEN 619	WYEN 620	WYEN 621	WYEN 622	WYEN 623	WYEN 624	WYEN 625	WYEN 626	WYEN 627	WYEN 628	WYEN 629	WYEN 630	WYEN 631	WYEN 632	WYEN 633	WYEN 634	WYEN 635	WYEN 636	WYEN 637	WYEN 638	WYEN 639	WYEN 640	WYEN 641	WYEN 642	WYEN 643	WYEN 644	WYEN 645	WYEN 646	WYEN 647	WYEN 648	WYEN 649	WYEN 650	WYEN 651	WYEN 652	WYEN 653	WYEN 654	WYEN 655	WYEN 656	WYEN 657	WYEN 658	WYEN 659	WYEN 660	WYEN 661	WYEN 662	WYEN 663	WYEN 664	WYEN 665	WYEN 666	WYEN 667	WYEN 668	WYEN 669	WYEN 670	WYEN 671	WYEN 672	WYEN 673	WYEN 674	WYEN 675	WYEN 676	WYEN 677	WYEN 678	WYEN 679	WYEN 680	WYEN 681	WYEN 682	WYEN 683	WYEN 684	WYEN 685	WYEN 686	WYEN 687	WYEN 688	WYEN 689	WYEN 690	WYEN 691	WYEN 692	WYEN 693	WYEN 694	WYEN 695	WYEN 696	WYEN 697	WYEN 698	WYEN 699	WYEN 700	WYEN 701	WYEN 702	WYEN 703	WYEN 704	WYEN 705	WYEN 706	WYEN 707	WYEN 708	WYEN 709	WYEN 710	WYEN 711	WYEN 712	WYEN 713	WYEN 714	WYEN 715	WYEN 716	WYEN 717	WYEN 718	WYEN 719	WYEN 720	WYEN 721	WYEN 722	WYEN 723	WYEN 724	WYEN 725	WYEN 726	WYEN 727	WYEN 728	WYEN 729	WYEN 730	WYEN 731	WYEN 732	WYEN 733	WYEN 734	WYEN 735	WYEN 736	WYEN 737	WYEN 738	WYEN 739	WYEN 740	WYEN 741	WYEN 742	WYEN 743	WYEN 744	WYEN 745	WYEN 746	WYEN 747	WYEN 748	WYEN 749	WYEN 750	WYEN 751	WYEN 752	WYEN 753	WYEN 754	WYEN 755	WYEN 756	WYEN 757	WYEN 758	WYEN 759	WYEN 760	WYEN 761	WYEN 762	WYEN 763	WYEN 764	WYEN 765	WYEN 766	WYEN 767	WYEN 768	WYEN 769	WYEN 770	WYEN 771	WYEN 772	WYEN 773	WYEN 774	WYEN 775	WYEN 776	WYEN 777	WYEN 778	WYEN 779	WYEN 780	WYEN 781	WYEN 782	WYEN 783	WYEN 784	WYEN 785	WYEN 786	WYEN 787	WYEN 788	WYEN 789	WYEN 790	WYEN 791	WYEN 792	WYEN 793	WYEN 794	WYEN 795	WYEN 796	WYEN 797	WYEN 798	WYEN 799	WYEN 800	WYEN 801	WYEN 802	WYEN 803	WYEN 804	WYEN 805	WYEN 806	WYEN 807	WYEN 808	WYEN 809	WYEN 810	WYEN 811	WYEN 812	WYEN 813	WYEN 814	WYEN 815	WYEN 816	WYEN 817	WYEN 818	WYEN 819	WYEN 820	WYEN 821	WYEN 822	WYEN 823	WYEN 824	WYEN 825	WYEN 826	WYEN 827	WYEN 828	WYEN 829	WYEN 830	WYEN 831	WYEN 832	WYEN 833	WYEN 834	WYEN 835	WYEN 836	WYEN 837	WYEN 838	WYEN 839	WYEN 840	WYEN 841	WYEN 842	WYEN 843	WYEN 844	WYEN 845	WYEN 846	WYEN 847	WYEN 848	WYEN 849	WYEN 850	WYEN 851	WYEN 852	WYEN 853	WYEN 854	WYEN 855	WYEN 856	WYEN 857	WYEN 858	WYEN 859	WYEN 860	WYEN 861	WYEN 862	WYEN 863	WYEN 864	WYEN 865	WYEN 866	WYEN 867	WYEN 868	WYEN 869	WYEN 870	WYEN 871	WYEN 872	WYEN 873	WYEN 874	WYEN 875	WYEN 876	WYEN 877	WYEN 878	WYEN 879	WYEN 880	WYEN 881	WYEN 882	WYEN 883	WYEN 884	WYEN 885	WYEN 886	WYEN 887	WYEN 888	WYEN 889	WYEN 890	WYEN 891	WYEN 892	WYEN 893	WYEN 894	WYEN 895	WYEN 896	WYEN 897	WYEN 898	WYEN 899	WYEN 900	WYEN 901	WYEN 902	WYEN 903	WYEN 904	WYEN 905	WYEN 906	WYEN 907	WYEN 908	WYEN 909	WYEN 910	WYEN 911	WYEN 912	WYEN 913	WYEN 914	WYEN 915	WYEN 916	WYEN 917	WYEN 918	WYEN 919	WYEN 920	WYEN 921	WYEN 922	WYEN 923	WYEN 924	WYEN 925	WYEN 926	WYEN 927	WYEN 928	WYEN 929	WYEN 930	WYEN 931	WYEN 932	WYEN 933	WYEN 934	WYEN 935	WYEN 936	WYEN 937	WYEN 938	WYEN 939	WYEN 940	WYEN 941	WYEN 942	WYEN 943	WYEN 944	WYEN 945	WYEN 946	WYEN 947	WYEN 948	WYEN 949	WYEN 950	WYEN 951	WYEN 952	WYEN 953	WYEN 954	WYEN 955	WYEN 956	WYEN 957	WYEN 958	WYEN 959	WYEN 960	WYEN 961	WYEN 962	WYEN 963	WYEN 964	WYEN 965	WYEN 966	WYEN 967	WYEN 968	WYEN 969	WYEN 970	WYEN 971	WYEN 972	WYEN 973	WYEN 974	WYEN 975	WYEN 976	WYEN 977	WYEN 978	WYEN 979	WYEN 980	WYEN 981	WYEN 982	WYEN 983	WYEN 984	WYEN 985	WYEN 986	WYEN 987	WYEN 988	WYEN 989	WYEN 990	WYEN 991	WYEN 992	WYEN 993	WYEN 994	WYEN 995	WYEN 996	WYEN 997	WYEN 998	WYEN 999	WYEN 1000	WYEN 1001	WYEN 1002	WYEN 1003	WYEN 1004	WYEN 1005	WYEN 1006	WYEN 1007	WYEN 1008	WYEN 1009	WYEN 1010	WYEN 1011	WYEN 1012	WYEN 1013	WYEN 1014	WYEN 1015	WYEN 1016	WYEN 1017	WYEN 1018	WYEN 1019	WYEN 1020	WYEN 1021	WYEN 1022	WYEN 1023	WYEN 1024	WYEN 1025	WYEN 1026	WYEN 1027	WYEN 1028	WYEN 1029	WYEN 1030	WYEN 1031	WYEN 1032	WYEN 1033	WYEN 1034	WYEN 1035	WYEN 1036	WYEN 1037
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Alkanes in the boiling column at 250 psia, and a large fraction needed, although lower than,

[illegible]

#7961

Place an E in the Rating Column if the competency is Essential or an X if it's Not Needed, otherwise, leave blank.

Super 4	Super 5	Super 6	Super 7	Super 8	Super 9
E	E	E	E	E	E
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E	E				E
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	E				X
E	E	E	E	E	E
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E	E	E		E	E
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E	E	E	E	E	E
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□. 444 了

#7962

JOB ANALYSIS FOR TEST BATTERIES

Mark an E in the Rating Column if the competency is Essential or an X if it is Not Needed; otherwise, Leave blank

Super 4	Super 5	Super 6	Super 7	Super 8	Super 9
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F	E	X	E	E	X
E	E	E	E	E	X
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E	E		E	E	
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E	E	X		E	X
E	E		E	E	E
E	E	E	E	E	E
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E	E			E	
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#7963

Mark an E in the Rating Column if the competency is Essential or an X if it is Not Needed; otherwise, leave blank.

Super 4	Super 5	Super 6	Super 7	Super 8	Super 9
E	E		E	E	E
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#7964

REPORT ON "LINKAGES" OF 1996 PROMOTION TEST BATTERY MULTIPLE-CHOICE MATERIAL TO WRITTEN COMMUNICATION AND ANALYSIS DIMENSIONS FROM JOB ANALYSIS

The purpose of this report is to demonstrate the relationships between both format and content of the multiple-choice material used in these tests and the dimensions (and aspects of those dimensions) identified by job analysis as being common to and critical in the majority of positions and titles at the levels of specialist, supervisor, manager, and administrator. It will also discuss the rationale for using the multiple-choice format, rather than some alternative, to assess those dimensions.

The Dimensions

Briefly stated, the dimensions involved are the following:

Written Communication

- developing written communications which are sound in mechanics and content, or reviewing those written by others to assure sound mechanics and content
- developing appropriate written communications, or reviewing them for appropriateness
- (For mid- and high-level only) managing written-communication-related activities

Analyzing information (for supervisor, specialist only)

**PLAINTIFF'S
EXHIBIT**

Ex. 101-35
10/17/08

Rationale for Use of Multiple-Choice Format

Written Communication

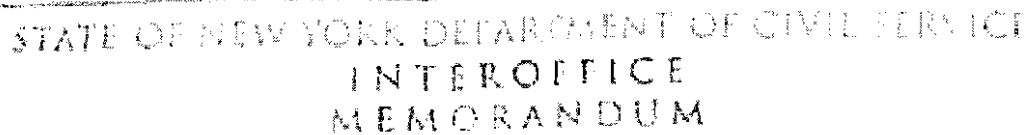
It was necessary to select a testing methodology which could assess the above dimensions, yet be practicable to use with, potentially, 30,000 candidates. This ruled out direct assessment of writing ability via writing samples, for example, as the testing time required to get an adequate sample would be prohibitive, as would the time and expense required to transcribe and rate such samples. Also unworkable were such approaches as writing portfolios: added to the time and expense of rating those is the impossibility of ensuring that the work is the candidate's own, and only the candidate's.

In the final analysis, the numbers of candidates involved virtually required the use of some electronically-scorable methodology.

This Department has had success over the years in assessing writing ability by means of the somewhat less-than-direct method of using multiple-choice questions. Other organizations, notably ETS, have also had success in this area, in that the scores on the multiple-choice material correlate well with ratings of writing samples in those cases in which it has been feasible to conduct studies

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#611

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#6512

2004

Full 02-004 Promotion Test Batteries: Mid-Level and High-Level Managers and Administrators

Qualifications (contd.)

If you receive a qualifying appointment between January 20 and March 12, you can be admitted to these Promotion Test Batteries. You must call the Department of Civil Service at (516) 457-2286 between 9:00 a.m. and 3:30 p.m. weekdays.

Your application will be reviewed prior to the tests. If you are qualified or if your qualifications need further review you will receive an admission notice to appear for the tests. If you are not qualified you will receive a disqualification notice. If you are admitted to the tests but are subsequently disqualified, you will not receive test scores.

The Tests:

These written tests assess knowledge, skills, and/or abilities in such areas as:

- **Written Communication:** Assesses developing written communications; reviewing written communications for mechanics, content and appropriateness, and managing written communication activities.
- **Management and Supervision:** Assesses analyzing information for problem solving; organizing information within an organization and across organizations; interacting with others for the purposes of accomplishing work; managing quality, quantity and timeliness of work; designing and implementing action plans, schedules and scheduling work; and empowering others to act on their own initiative.

The written tests are scheduled to begin on Tuesday, February 24, 2004.

Each candidate will receive a notice of the time and place for your exam. The written test will be held at the Department of Civil Service and will be held on the Friday day prior to the test date. For more information call the Department of Civil Service at:

(516) 457-1886 for Albany area candidates
(516) 457-4586 for New York City area candidates
(516) 457-7022 for all other candidates

Promotion Test Battery Guide:

The Promotion Test Battery Guide is available to all candidates at www.dcas.ny.gov. This Guide provides an overview of the Promotion Test Battery process as well as detailed information about written simulation tests. You should obtain a copy and review it prior to the test. Candidates will not be permitted to bring a Guide with them into the written test. A test summary of the most important information will be provided at the test. **NOTE:** This Promotion Test Battery Guide is the same Guide as the one used for the 2002 and 2003 Promotion Test Batteries.

For more information, candidates should visit the Department of Civil Service website at www.dcas.ny.gov or call the Department of Civil Service at (516) 457-2286 between 9:00 a.m. and 3:30 p.m. weekdays. For more information, candidates should visit the Department of Civil Service website at www.dcas.ny.gov.

#969

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1997

No. 01-001 Promotion Test Battery: Supervisors and Specialists**The Test:**

This written test assesses knowledge, skills, and/or abilities in such areas as:

- **Managing and Supervising Subordinate Staff:** Assesses solving problems in an organizational context; planning and establishing workload priorities; allocating resources; managing conflict; delegating assignments; and reviewing staff work.
- **Written Communication:** Assesses clarity and organization in writing. Also assesses other principles of good business writing, such as tone, readability, organization of "arguments," and appropriateness for audience and purpose.
- **Analysis of Information:** Assesses the ability to analyze memos, letters, tables, etc. to reach conclusions or to evaluate the reasoning and conclusions they contain.

The test will be held on two separate days in sessions lasting 3 hours each. Because of the large number of candidates you will be assigned to either a morning or an afternoon session each test day. To ensure your eligibility for all possible promotion opportunities you should take the written test portion on November 1 and the portion on November 15.

By October 29, you will receive a test admission notice of the time and place for you to take the **Managing and Supervising Subordinate Staff** portion of the written test on November 1, 1997.

By November 12, you will receive a test admission notice of the time and place for you to take the **Written Communication and Analysis of Information** portions of the test on November 15, 1997.

If you do not receive the written test admission notices by these dates, call this Department at

- (518) 457-5483 for Albany area candidates
- (518) 457-6556 for New York City area candidates
- (518) 457-7022 for all other candidates

Promotion Test Battery Guide:

There will be a Promotion Test Battery Guide which will be available to all candidates prior to the written test. This publication will provide an overview of the Promotion Test Battery process as well as detailed information about written simulation tests. Candidates will not be permitted to bring the Guide with them into the written test; additional copies will be available at the written test site.

Beginning the first week in October, a copy of the Guide will be available in your Personnel Office or Business Office. Obtain a copy and review it prior to the test. If you are unable to obtain a copy through your Personnel or Business Office, call this Department between 9:00 a.m. and 4:00 p.m. weekdays:

- (518) 485-6457 (for Albany area candidates)
- (800) 348-7314 (for candidates outside the Albany area)

The Guide will also be available on the Internet at: <http://www.cs.state.ny.us/home.htm>

#6141

Promotion Test Battery: Supervisors and Specialists Series

April 24, 2004

Battery/Examination Listing

Battery No.	Title	Test Plan No.
01-001	Promotion Test Battery: Supervisors and Specialists	1

Exam	Exam No.	Title	Test Plan No.
	05-046	Agency Training and Development Specialist 2	1
	05-054	Associate Budgeting Analyst	1
	24-261	Associate in Nursing Education (Addictions)	1
	05-045	Associate Personnel Administrator	1
	05-049	Data Processing Fiscal Systems Auditor 2	1
	24-288	District Manager Services for the Blind	1
	05-051	Forest Ranger 3	1
	24-332	Laboratory Center Administrator	1
	24-340	Laboratory Center Administrator 1	1
	05-065	Motor Equipment Manager 1	1
	24-357	Motor Equipment Manager 1	1
	05-057	Motor Vehicle Office Manager	1
	24-358	Pharmacist 3	1
	24-359	Pharmacist 4	1
	05-053	Purchasing Officer 2	1
	24-304	Supervisor Adirondack Park Regional Planning	1
	24-353	Systems Support Program Specialist 2 Temporary Disability Assistance	1
	24-354	WHS Implementation Specialist 1 NYC	1
	05-047	Agency Labor Relations Representative 1	2
	24-356	Facilities Planner 2	2

5141

#7929

Occupational Study of Federal Executives, Managers, and Supervisors



**U.S. Office of Personnel Management
Employment Service
Personnel Resources and Development Center
Theodore Roosevelt Building
1900 E Street, NW
Washington, DC 20415-0001**

#7929

C.V.

Mulkey
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Curriculum Vitae
LYNN M. MULKEY

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South Carolina 29928
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Univ. of So. Carolina, Beaufort
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Gateway to Hilton Head Island (843)
Bluffton, SC 29909 (Rm. 219)
Ph. (843) 208-8219
FAX (843) 208-8295

Education

- | | | |
|------|-------------------------------|--|
| 1992 | Postdoctoral
Certification | University of California, Los Angeles
Fellow of the National Institute of Mental Health (NIMH)
Graduate School of Arts & Sciences
Sociology (Evaluation Research) |
| 1985 | Ph.D. | Columbia University
Graduate School of Arts & Sciences
Sociology (of Education)
(additional specialization in sociology of science; evaluation and quantitative
research methods; stratification)

Mulkey, L.M. "Social Class and Grade Level Variations in Science Textbook
Content: Consequences for the Socialization of Scientists and for Recruitment
to Scientific Careers." <i>University Microfilms International</i> . (UMI)
Publication No. 8610798, 282pp., Ph.D. dissertation, Columbia University.
<i>Dissertation Abstracts International</i> [DAI], Sociology Section, Sept. 1986.
Vol. 47, No. 03, p. 1066-A. |
| 1983 | M.Phil. | Columbia University
Graduate School of Arts & Sciences
Sociology (of Education) |
| 1982 | M.S. | The City University of New York
Hunter College
Education |
| 1981 | B.A. | The City University of New York
Hunter College
Sociology (major); Education (minor)
(<i>Summa Cum Laude</i> ; Sarah Kramer Scholarship; Award for Most Outstanding
Achievement in Sociology; Departmental Honors in Sociology; Departmental
Honors in Education) |

Experience

- | | |
|--------------|---|
| 2001-present | <u>Professor of Sociology, Chair, Dept. of Social Sciences, and Prog. Dir., Human Services</u> |
| 1995-2000 | <u>Associate Professor of Sociology</u>
University of South Carolina, Beaufort
Division of Professional and Social Sciences
213 Performing Arts Center
801 Carteret St.
Beaufort, South Carolina 29903 (J. Upshaw, Dean; B. Premo-Hopkins, Assoc. Dean)
(also member of Graduate Faculty of USC, Columbia)
(Courses Approved/Taught: Introductory Sociology; Sociology of Education; Minority Group Relations; World
Population and Public Policy; Sociology of the Family; Sociology of Sex Roles; Sociological Research
Methods; Sociology of Crime; Deviant Behavior; Social Problems; Sociological Theory; Sociology of Mental
Health; Independent Study; Supervised Internships; Doctoral/Masters Thesis Committees). |
| 1990-1992 | <u>National Institute of Mental Health Fellow/Visiting Assistant Prof. of Sociology</u>
University of California, Los Angeles
Dept. of Sociology, 405 Hilgard Ave., L.A., CA 90024-1551 (Jeffrey Alexander, Chair) |

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(Postdoctoral Scholar in applied social research [evaluation]; O. Grusky, Director; H. Freeman, R. Berk, M. Pollner, Advisory Board) (Courses Taught: Intro. to Sociological Research Methods; Contemporary Sociological Theory, Field Methods [Special Studies], Introductory Sociology [includes Honors Program sessions]).

1993-1995 Assistant Professor of Sociology

1988-1990 **Hofstra University**

College of Liberal Arts & Sciences; Department of Sociology/Anthropology, 213 Heger Hall 213 Hempstead, Long Island, New York 11550 (E. Albert, Chair)
(Courses Taught: Intro. to Sociology; Sociology of Education; Sociological Research Methods; Contemporary Sociological Theory; Sociology of the Family; Social Psychology; Sociology of Sex Roles; Honors Thesis; Readings in Sociology).

1985-1995 Evaluation Research Associate

New York City Board of Education

Office of Research, Evaluation & Assessment, Rm. 736; 110 Livingston Street; Brooklyn, NY 11201

(Supervise and conduct survey research to assess the effectiveness of large-scale, federally- and state-funded programs implemented in the NYC public schools; primarily a data analyst, but also collect data, write reports, and make oral presentations on the implications of findings for future formative and summative evaluation research designs. Use SPSSx and SAS software on IBM 3081, TSO/TSPF mainframe system to manipulate large data sets; also use Lotus and Wordperfect, software on IBM/PC for data spreadsheet construction and word processing.) (R. Miller & A. Simmel, Supervisors).

1987-1989 Senior Research Associate

Columbia University

Institute for Urban and Minority Education (IUME)

525 W. 120th Street; New York, NY 10027

(Research funded by the Spencer Foundation on the educational, social, and psychological antecedents of career success) (C. Harrington, IUME Director).

1985-1988 Research Consultant

The City University of New York

Office of Special Programs (OSP), Research & Evaluation Unit; 550 W. 57th St., Suite 1512; NY, NY 10023

(Write grant proposals to federal and private foundations and design and conduct Urban Project [UP] Pre-college Institute evaluations.) (Joseph R. Harris, Dean of OSP and Director of UP).

1985-1988 Adjunct Assistant Professor of Sociology

The City University of New York

Hunter College, Department of Sociology (P. Cain, Chair)

(Courses Taught: Research Methods; Sociology of Education).

1986-1988 Adjunct Assistant Professor of Education

The City University of New York

Hunter College, Department of Educational Foundations (L. Fox, Chair)

(Courses Taught: Research & Eval. Methods in Educ. & the Social Sciences (graduate course); Advanced Social Foundations of Education (graduate course); Social Foundations of Education).

1986-1987 Research Associate

Columbia University

National Center on Education and Employment

525 W. 120th St., NY, NY 10027

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(Research funded by U.S. Department of Education, Office of Educational Research and Improvement, Education, Schooling, and Career Success Proj.) (C. Harrington, Proj. Dir.).

1984-1985 Research Assistant
Columbia University
Institute for Urban and Minority Education
525 W. 120th St., NY, NY 10027
(Spencer Grant project on antecedents of career success) (C. Harrington, Proj. Dir.)
Center for Education and the American Economy (P. Michael Timpane, Dir.)
(National Institute of Education [NIE] Project: planning grant and institutional grant proposals for an NIE Research and Development Center on Education and Employment).

Publications

Authored and/or co-authored Journals, Books, Monographs, Abstracts, Work Appearing in Edited Volumes, and Grants:

- 2007 Mulkey, L.M. and S. Catsambis. "'Tracking' Tracking and Achievement Growth in the Early Grades: Continuing the Nationwide Longitudinal Inquiry." Funding by the National Institutes of Health, (National Institute of Child Health and Development) (Grant No. 1R01HD045614-03A1- \$560,058.00). Grant renewal application submitted to the National Institutes of Health (A secondary analysis using the Early Childhood Longitudinal Study: Kindergarten Class of 1998-99 (ECLS-K); The National Center for Education Statistics, Office of Educational Research and Improvement, U.S. Department of Education).
- 2003-2007 Mulkey, L.M., S. Catsambis, and L. Steelman. "'Mapping' Tracking in the Early Grades: A Nationwide Longitudinal Inquiry" Funding by the National Institutes of Health, (National Institute of Child Health and Development) (Grant No. 1R01HD045614-01A1- \$413,000.00). (A secondary analysis using the Early Childhood Longitudinal Study: Kindergarten Class of 1998-99 (ECLS-K); The National Center for Education Statistics, Office of Educational Research and Improvement, U.S. Department of Education).
- (In Press) Mulkey, Lynn M., Sophia Catsambis, Lala Steelman, and Melanie Hanes-Ramos. "Keeping Track and Getting Off Track: Issues in the Tracking of Students," invited book chapter, *The New International Handbook of Teachers and Teaching* is part of the International Handbooks in Education Series published by Springer.
- R&R Steelman, Lala Carr, Pamela Ray Koch, Sophia Catsambis, Lynn M. Mulkey. "Toward a Taxonomy of Achievement Groups for Young Children," manuscript presented at the annual AERA conference, Chicago, 2007. Revised manuscript presented at the American Sociological Association annual meeting, Montreal, CA, August, 2006.
- Work-in-prog Catsambis, Sophia, Anthony Buttaro, Lynn M. Mulkey, Lala Carr Steelman and Pamela Ray Koch. "Institutional Influences on Reading Group Placement in Kindergarten", manuscript in preparation for *Sociology of Education*, also presented at the annual AERA conference, 2007.
- Work-in-prog Buttaro, Anthony, Sophia Catsambis, Lynn Mulkey, Lala Carr Steelman and Pamela Ray Koch. "School Context and Ability Grouping Practices in U.S. Kindergartens", manuscript in preparation, also presented at the annual meeting of the Sociology of Education Association, Pacific Grove, California, March 2007.

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- R&R Mulkey, Lynn M., Sophia Catsambis, Lala Carr Steelman, Pam Koch, Anthony Buttarro. "Early Sources of Educational Inequality in U.S. Schools: Are Boys Disadvantaged?", submitted to the *Elementary School Journal*; also presented at the annual conference of the American Sociological Association, Montreal, August 2006.
- Work-in-prog Koch, Pamela Ray, Lala Carr Steelman, Sophia Catsambis, Lynn Mulkey. "Snips, Snails, and Puppy Dog Tails: The Roles of Gender and Behavior in Reading Group Placement in Kindergarten," presented at the Southern Sociological Association annual conference, Spring 2006.
- (Invited)
(Work-in-prog) Mulkey, L.M., W. Dougan. "Electronic Governance: Locals and Cosmopolitans and the Social Production of Segregated Academic Communities." For prospective submission to *Information and Society*.
- 2007 Mulkey, L.M. "Contested Natures' of the Lowcountry: The Social Production of Coastal Environmentalism." *International Journal of Diversity in Organizations, Communities and Nations*. Vol. 6; Paper accepted for presentation at the International Sociological Society, Beijing, China. (A previous version of manuscript is published in *Sociological Abstracts* [American Sociological Association, August, 93rd Annual Meeting, Chicago, IL]) and revised manuscript accepted for presentation at the Transformations International Conference, Canberra, Australia, 2006
- (Work-in-prog)
(prog) Leyda, F., L.M. Mulkey, R. Hawkins, & W. Dougan. "A Comparative Analysis of the Effectiveness of Collaborative Human Service Delivery Systems: Outcomes for Clients in Residential Treatment Centers."
- (Work-in-prog) Catsambis, S., L. Mulkey, and R. Hawkins. "Risk Factors and School Readiness Using the ECLS-K Data."
- (Work-in-prog) Mulkey, L., R. Hawkins, S. Catsambis. "Gender and Persistence in Mathematics in a U.S. Sample."
- (Work-in-prog) Mulkey, L., S. Kincaid, J. Glasson, M. Hanes. "The Divergent Economic Roots of Academic Disciplines: The Case of Social Work and Human Services." (Paper invited by the national Council for Standards in Human Services Education).
- (Work-in-prog) Beveridge, A., S. Catsambis and L. Mulkey. "Learning Before School Starts: A Neighborhood Perspective on Educational Inequality"
- (Work-in-prog) Mulkey, L. and D. Bernstein. "A Method for Methods: The Use of Personal History for Teaching Sociological Research Methods."
- 2007 Kahl, S., L. Steelman, L. Mulkey, W. Dougan. "Revisiting Reuben Hill's Theory of Family Stressor on Offspring of Divorce." (Presented at the annual meeting of American Sociological Association, Montreal, CANADA.) Forthcoming in September 2007 Volume.
- 2005 Mulkey, L. and T. Anderson. "A Computer Application for Research on Gender: Using Online Context as a Mediating Variable in the Investigation of Sex-Role Orientation and Care-Oriented Moral Reasoning." *Social Science Computer Review*, Vol 51, No. 1, pp. 127-148. *Cambridge Sociological Abstracts*.
- 2005 Mulkey, L.M., Jim Glasson, Randolph Hawkins, & Dennis Betz. "The Mother Robinson

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January 2008

Black Beaufort Cares Network: Security, Privacy and Confidentiality in a Shared Human Service Information System.” In David Garson (Ed.), *Managing the Virtual State*.

- 2005 Hawkins, R. and L.M. Mulkey. “Effects of Athletic Participation and Resilience Amongst African-American Middle School Students.” (A secondary analysis using the National Center for Education Statistics, National Opinion Research Center, “National Education Longitudinal Survey 1988 First Follow-up [1990] of Students in the U.S.” *Education and Urban Society*.
- 2005 Mulkey, L.M. and W. Dougan. “Revisiting Virtual Locals and Cosmopolitans ‘In and As’ Electronic Governance: A Comparative Analysis of the Social Production of Academic Community,” *Handbook for Public Administration*.
- 2005 Carter, S., L. Steelman, and L.M. Mulkey. “‘When the Rubber Meets the Road’: The Differential Effects of Urbanism and Region on Principle and Implementation Measures of Racial Tolerance”, *Social Science Research*, and also appears in *Sociological Abstracts*.
- 2005 Mulkey, L.M. William Dougan and Lala Carr Steelman. “Cosmopolitans and Locals In and As a Virtual Academic Community.” *International Journal of Public Administration*.
- 2005 Mulkey, L.M., S. Catsambis, and L. Steelman. “‘Tracking, Tracking’: The Durable Effects of Ability Grouping in U.S. Middle Schools.” *Social Psychology of Education: An International Journal*. (A secondary analysis using the National Center for Education Statistics, National Opinion Research Center. "National Educational Longitudinal Survey 1988 First Follow-up [1990] of Students in the U.S." Research for the project was partially supported by a grant from the National Science Foundation Grant #440700.) CITED AS IN THE TOP FIVE OF MOST FREQUENTLY ACCESSED ARTICLES IN SOCIAL PSYCHOLOGY OF EDUCATION
- (work-in-progress) Mulkey, L.M. and H. Etzkowitz. “‘NASA’s Spinoff’: Utilization Influences on Problem Choice in Science.” (Based on interviews with JPL/NASA scientists for the Genesis mission.)
- (work in progress) Milne, J., M. Webster, L. Steelman, and L.M. Mulkey. “Application of Status Characteristics Theory to Youth Sports.”
- 2005 Mulkey, L.M., S. Catsambis, and L. Steelman. “‘Tracking, Tracking’: The Long-term Effects of Ability Grouping in Mathematics: A National Investigation.” (A secondary analysis using the National Center for Education Statistics, National Opinion Research Center, "National Educational Longitudinal Survey 1988 First Follow-up [1990] of Students in the U.S." Research for the project was partially supported by a grant from the National Science Foundation Grant #440700.) *Social Psychology of Education: An International Journal*.
- 2005 Hawkins, R. and L.M. Mulkey. “Effects of Athletic Participation and Resilience Amongst African-American Middle School Students.” (A secondary analysis using the National Center for Education Statistics, National Opinion Research Center, “National Education Longitudinal Survey 1988 First Follow-up [1990] of Students in the U.S.”) *Education and Urban Society* (a Sage publications).
- 2005 Mulkey, L.M., W. Dougan, and L. Steelman.. “Revisiting Virtual Locals and Cosmopolitans “In and As” Electronic Governance: A Comparative Analysis of the Social Production of Academic Community,” *Handbook for Public Administration* (Dekker Press).

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January 2008

- 2004 Mulkey, L.M. and M. Sussman. The Sociologist as Expert Witness: A Resource for Resolving Injustice in Employment Promotion Practices of a Social Service Agency, *The North Dakota Journal of Human Services*.
- 2002 Mulkey, L.M. and T. Anderson. "A Research Application: Using Computer Context as a Mediating Variable in Research on Gender." *Social Science Computer Review* (Sage Publications).
- 2002 Mulkey, L.M. and R. Darby. "A Community-Based Model for Developing a Human Services Program: A Project Evaluation." *The North Dakota Journal of Human Services*, Volume 4, Number 1: 10-19. (Research funded by the USC Provost's Grant).
- 2001 Mulkey, L.M., S. Catsambis, and R. Crain. "For Better or for Worse? A Nationwide Study of the Social Psychological Effects of Gender and Ability Grouping in Mathematics." *Social Psychology of Education: An International Journal*. Paper originally presented at the American Sociological Assoc., Aug., 89th Annual Mtg. (A secondary analysis using the National Center for Education Statistics, National Opinion Research Center, "National Educational Longitudinal Survey 1988 First Follow-up [1990] of Students in the U.S." Research for the project was partially supported by a grant from the National Science Foundation Grant #440700.)
- 2001 Mulkey, L.M. "Early Childhood Women in Science Scale (ECWiSS)" In Educational Testing Service (ETS) Test Collection (*Tests in Microfiche [TIM] Electronic Database* [<http://ericae.net/testcol.htm>]). Princeton, NJ: Educational Testing Service.
- 2000 Etzkowitz, H., C. Kemelgor, B. Uzzi, M. Neuchatz, E. Seymour, L.M. Mulkey, and J. Alonzo. *Athena Unbound: The Advancement of Women in Science and Technology*. Cambridge University Press, Cambridge, England.
- 2000 Anderson, T. and L.M. Mulkey. "Sex Role Orientation and Care-Oriented Moral Reasoning: An Online Test of Carol Gilligan's Theory." *Sociological Abstracts*, 2000S39216/2000/12420. Paper accepted for presentation at the American Sociological Assoc., Aug., 94th Annual Meeting, Washington, D.C.
- 1999 Catsambis, S., L. Mulkey, and R. Crain. "To Track or Not to Track? The Social Effects of Gender and Ability Grouping." *Research in Socialization and the Sociology of Education*, Vol. 12 (December) (JAI Press). Paper originally presented at the American Sociological Assoc., Aug., 89th Annual Mtg. (A secondary analysis using the National Center for Education Statistics, National Opinion Research Center, "National Educational Longitudinal Survey 1988 First Follow-up [1990] of Students in the U.S." Research for the project was partially supported by a grant from the National Science Foundation Grant #440700.)
- 1999 Mulkey, L.M. and Randy L. Cross. "'Contested Natures' of the Lowcountry: The Social Production of Coastal Environmentalism." *Sociological Abstracts* (American Sociological Association, August, 93rd Annual Meeting, Chicago, IL).
- 1998 Mulkey, L.M. "Recent Trends in How Evaluators Help Managers Enhance Equity through the Use of Monitoring Information Systems." *Sociological Abstracts* (American Sociological Association, August, 92nd Annual Meeting, San Francisco, CA). (This paper originated as part of a larger project of updating the chapter, "Program Monitoring for Evaluation," in Peter H. Rossi's and Howard E. Freeman's *Evaluation: A Systematic Approach*, 4th Ed. Newbury Park, CA: Sage Pub.).
- 1997 Mulkey, L.M. "Humanizing Sociological Thought and Practice." *The Clinical Sociology*

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January 2008

Review (Official journal of the Sociological Practice Association), Vol. 15:71-94.

- 1997 Mulkey, L.M. "A Method for Methods: A Place for Personal History in Undergraduate Programs in Sociology." *Sociological Abstracts* (American Sociological Association, August, 91st Annual Meeting, NYC, NY).
- 1996 Mulkey, L.M. "The Sun Rises in the Evening: Art and Science as Two Products of Human Perception." *Apotrophe*, Vol. 1, Number 2 (USCB Journal of the Arts).
- 1996 Dougan, W. and L. M. Mulkey. "Individual, Organizational, and Contextual Antecedents of Perceived Conflict Among Administrators in Mental Health Service Delivery Systems." *Applied Behavioral Science Review* (JAI Press, Inc.) Vol. 4, No. 1, pp. 1:22. (Research funded by a grant from the National Institute of Mental Health).
- 1996 Mulkey, L.M. and W. Dougan. "The Smithsonian Institution Exhibition of 'Science in American Life': Science as it Consists of Normalized Practices." *The American Sociologist*, Vol. 27, Number 2, pp. 61-78.
- 1995 Mulkey, L.M. *Seeing and Unseeing Social Structure: Sociology's Essential Insights*. MA: Allyn & Bacon (a division of Simon & Schuster; college sub-division, Sociology/Anthropology).
- 1994 Catsambis, S., L. Mulkey, R. Crain, and M. Acevedo-Stasi. "To Track or Not to Track? The Social Effects of Gender and Ability Grouping." *Sociological Abstracts* 42:7, suppl 175, #94S30272/8410 (American Sociological Association, August, 89th Annual Meeting) (A secondary analysis using the National Center for Education Statistics, National Opinion Research Center, "National Educational Longitudinal Survey 1988 First Follow-up [1990] of Students in the U.S." Research for the project was partially supported by a grant from the National Science Foundation Grant #440700.)
- 1994 Mulkey, L. and J. Wildeman. "The Closing of Sociology Departments: Changing Our View, Not the Dean's View." *Footnotes*, January ("Open Forum" Section). American Sociological Association.
- 1993 Mulkey, L.M. *The Sociology of Education: Theoretical and Empirical Investigations* (Harcourt, Brace, Jovanovich; college sub-division, Sociology/Anthropology).
- 1993 Mulkey, L.M. "The Relation of Principles to Theoretical Logic in Sociology: A Re-examination of a Field of Study." *Sociological Abstracts* (Document Abstract of paper presented at the annual meeting, American Soc. Assoc.[Regular Session on History of Social Theory], Miami, Florida.)
- 1992 Mulkey, L.M., R. L. Crain, and Alexander J.C. Harrington. "One-Parent Households and Achievement: Economic and Behavioral Explanations of a Small Effect." *Sociology of Education* Vol. 65 (Jan.):48-66 (publication of the American Sociological Assoc.) (A secondary analysis using the National Center for Education Statistics, National Opinion Research Center, "High School & Beyond 1980 Soph. Cohort Second Follow-up [1984] Longitudinal Survey of Students in the U.S.").
- 1991 Mulkey, L.M. and H. Etzkowitz. "Who You Know versus What You Know: The Role of Social and Cultural Capital in the Recruitment of Women to Scientific Careers." *Sociological Abstracts* (Paper presented at annual meeting,

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January 2008

American Soc. Assoc.[Theory Section], Cincinnati, Ohio.)

- 1991 Mulkey, L.M. "Consequences of Too Many Sociologies for Teaching Sociology of Education." *Sociological Abstracts* (International Sociological Association, Council of Abstracting Services).
- 1991 Mulkey, L.M. and P. Morton. "Sex Differences in Science and Verbal Performance for students from One-Parent Families: Further Tests of Economic and Behavioral Explanations of a Small Effect." *Document Abstract*, ED 316445, U.S. Dept of Education, Office of Educational Research and Improvement (OERI), Educational Resources Information Center, Clearinghouse for Counseling and Personnel Services (ERIC/CAPS). The University of Michigan, Ann Arbor, Michigan 48109-1259.
- 1991 Mulkey, L.M. *Lecture Notes Series: Intro. to Sociology*. CA: Univ. of Calif., Los Angeles (Associated Students) (ASUCLA) Academic Publishing Service, Kerckhoff Hall, 179405 Hilgard Avenue, L.A., CA.
- 1990 Mulkey, L.M. *Lecture Notes Series: Intro. to Sociological Research Methods*. CA: Univ. of Calif., Los Angeles (Associated Students) (ASUCLA) Academic Publishing Service, Kerckhoff Hall 179405 Hilgard Avenue, L.A., CA.
- 1990 Mulkey, L.M. "Universalism in Science: An Empirical Investigation of Attitudes toward Women in Science." ED 316445. U.S. Dept of Education. Office of Educational Research and Improvement (OERI). Educational Resources Information Center. Clearinghouse for Counseling and Personnel Services (ERIC/CAPS). The University of Michigan, Ann Arbor, Michigan 48109-1259.
- 1990 Mulkey, L.M. "Comments on a Critique of a Classic." *Teaching Sociology*. Vol. 18, Number 4, (October): 510-515.
- 1990 Mulkey, L.M. "Consequences of Too Many Sociologies for Teaching Sociology of Education." Vol. 18, No. 3 (July): 356-361. *Teaching Sociology* (publication of the American Sociological Assoc.).
- 1990 Mulkey, L.M. and R. S. Ellis. "Social Stratification and Science Education: A Longitudinal Analysis 1981-1986 of Minorities Integration into the Scientific and Mathematical Talent Pool." *Journal of Research in Science Teaching* (John Wiley & Sons, Inc.). Vol. 27, No. 3, pp. 205:217.
- 1989 Mulkey, L.M. "Validation of the Early Childhood Attitude Toward Women in Science Scale (ECWiSS): A Pilot Administration." *Journal of Research in Science Teaching* (John Wiley & Sons, Inc. for the National Assoc. for Research in Science Teaching). Vol. 26, No. 8, pp. 737-753.
- 1989 Mulkey, L.M. "Early Childhood Attitude Toward Women in Science Scale (ECWiSS)" *Tests in Microfiche* [TIM] (Dec.) Princeton, NJ: Educational Testing Service. (For copy of instrument and instructions for administration, contact Marilyn Halpern, Head, Test Collection, ETS, Princeton, NJ 08541 or call [609]921-9000).
- 1988 Mulkey, L.M. "Using Two Instruments to Measure Student Gains in Reading Achievement when Assessing the Impact of Educational Programs." *Evaluation Review: A Journal of Applied Social Research* (Sage Publications, Inc.), Vol. 12, No. 5, Oct.:571-587.
- 1987 Mulkey, L.M. "Universalism in Science: The Social Organization of Textbook

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Knowledge." (Abstract) U.S. Dept. of Education, OERI. Educational Resources Info. Ctr. (ERIC Clearinghouse for Science, Math & Environmental Ed.). *ED* 281 770 (Sept.). Wheeling VA: ERIC Doc. Repro. Service.

- 1987 Mulkey, L.M. "The Use of a Sociological Perspective in the Development of a Science Textbook Evaluation Instrument." *Science Education* (John Wiley & Sons, Inc.), 71(4):511-522.
- 1987 Mulkey, L.M. "Getting Underprivileged Children Interested in Science: Positive Effects of a New York City Experiment." *Sociology and Social Research: An International Journal*, Volume 72, No. 1(October):43-48.
- 1986 Mulkey, L.M. "Science Textbooks Similar in Lower- and Higher-Income School Districts, New York State." *Sociology and Social Research: An International Journal*, Vol. 71, No. 2 (Jan) :123-126.
- 1985 Mulkey, L.M. "Social Class and Grade Level Variations in Science Textbook Content: Consequences for the Socialization of Scientists and for Recruitment to Scientific Careers." *University Microfilms International*. (UMI) Publication No. 8610798, 282pp., Ph.D. dissertation, Columbia University. *Dissertation Abstracts International* [DAI], Sociology Section, Sept. 1986, Vol. 47, No. 03, p. 1066-A.
- 1984 Mulkey, L.M. "A Full Explanation of Suicide Must Include a Sociological Perspective." *Education Week*, Vol. IV, Number 14 (December 5):20. Number 4, (October): 510-515.

Reviews:

- 1990 Mulkey, L.M. "Briefly Noted." Review of "Standardized Testing in the Public Schools: Lessons for Assessment in Higher Education." by Stephen B. Dunbar in *Assessment Update: Progress, Trends, and Practices in Higher Education* [Jossey-Bass Inc., Publishers], Fall 1989, Vol. 1, No. 3, pp. 1-10). *Teaching Sociology*, October.
- 1990 Mulkey, L.M. "Briefly Noted." Review of ""Success in Introductory Statistics with Small Groups" by C. Robert Borreson in College Teaching. Winter 1990, Vol., 38, No. 1, pp. 26-28). *Teaching Sociology*, October.
- 1990 Mulkey, L.M. "Briefly Noted." Review of "Gender and Race Differences in Computing Attitudes and Experience," by Joanne M. Badagliacco in *Social Science Computer Review* (Duke Univ. Press) , Spring 1990 Vol. 8, No. 1, pp. 42-63). *Teaching Sociology*, October.

Papers:

- 2004 Kahl, Susan, L. Mulkey, and L. Steelman. "The Mediating Role of Personal Optimism for Marital Quality of Children of Divorce. Paper submitted for presentation at the annual meeting of the American Sociological Association, San Francisco, CA.
- 2003 Carter, J. Scott, L. Steelman, and L. M. Mulkey. "When the Rubber Meets the Road: The Effects of Region and Urbanism on Principle and Implementation Measures of Racial Tolerance," Presented at the annual meeting of the American Sociological Association, Atlanta, GA.

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- 2002 Mulkey, L.M., S. Catsambis, and L. Steelman. "Getting Psyched Up: Gender, Middle-School Tracking, and Social Psychological Characteristics as Predictors of the High School Mathematics Trajectory." (Paper presented at International Sociological Association World Congress meeting, Brisbane, Australia.)
- 2000 Mulkey, L.M. and M.H. Sussman. "Racial Bias in Civil Service Testing: Implications for Civil Rights Legislation." Paper presented at the annual meeting of the Sociological Practice Association, Anaheim, CA.
- 2000 Anderson, T. and L.M. Mulkey. "Sex Role Orientation and Care-Oriented Moral Reasoning: An Online Test of Carol Gilligan's Theory." *Sociological Abstracts*. Paper accepted for presentation at the American Sociological Assoc., Aug., 94th Annual Meeting, Washington, D.C.
- 1999 Mulkey, L.M. and Randy L. Cross. "'Contested Natures' of the Lowcountry: The Social Production of Coastal Environmentalism." *Sociological Abstracts* (American Sociological Association, August, 93rd Annual Meeting, Chicago, IL).
- 1998 Mulkey, L.M. "Recent Trends in How Evaluators Help Managers Enhance Equity through the Use of Monitoring Information Systems." *Sociological Abstracts* (American Sociological Association, August, 92nd Annual Meeting, San Francisco, CA). (This paper originated as part of a larger project of updating the chapter, "Program Monitoring for Evaluation," in Peter H. Rossi's and Howard E. Freeman's *Evaluation: A Systematic Approach*, 4th Ed. Newbury Park, CA: Sage Pub.).
- 1997 Mulkey, L.M. "A Method for Methods: A Place for Personal History in Undergraduate Sociology Programs." Paper presented at the annual meeting of the American Sociological Association, Section on Undergraduate Education, August, Toronto, Ontario, Canada.
- 1996 Mulkey, L.M. "Humanizing Sociological Thought and Practice " Paper presented at the American Sociological Association annual meeting (Social Change: Opportunities and Constraints), Sociological Practice Section, August 16-20, New York City.
- 1996 Mulkey, L.M. "Values Discrepancies in Sociological Between Gender Roles and the Image of the Scientist in Young Children: Evidence and Prospective Evidence." Invited to speak during Women's History Month, in the USC, Columbia, Sociology Departmental Colloquium, March 28.
- 1995 Mulkey, L., S. Catsambis, R. Crain, and M. Acevedo-Stasi. "For Better or for Worse? The Variable Effects of Gender and Mathematics Ability Grouping." *Sociological Abstracts* 42/7, suppl 175, #94S30272/8410 (American Sociological Association, August, 89th Annual Meeting) (A secondary analysis using the National Center for Education Statistics, National Opinion Research Center, "National Educational Longitudinal Survey 1988 First Follow-up [1990] of Students in the U.S." Research for the project was partially supported by a grant from the National Science Foundation Grant #440700.)
- 1994 Catsambis, S., L. Mulkey, R. Crain, and M. Acevedo-Stasi. "To Track or Not to Track? The Social Effects of Gender and Ability Grouping." *Sociological Abstracts* 42/7, suppl 175, #94S30272/8410 (American Sociological Association, August, 89th Annual Meeting) (A secondary analysis using the National Center for Education Statistics, National Opinion Research Center, "National Educational Longitudinal Survey 1988 First Follow-up [1990] of Students in the U.S." Research for the project was partially supported by a grant from the National Science Foundation Grant #440700.)

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- 1993 W. Dougan, L. Mulkey; E. Albert, and G. Satler. "Normalizing Scientific Practice." Paper presented at the annual meeting of the Society for the Social Studies of Science, Purdue University, West Lafayette, Indiana, Nov. 18-21, 1993. (Based on data obtained from the Cornell University Cold Fusion Archive under the auspices of a National Science Foundation Grant [#SES-8914940] for "Documenting Cold Fusion: An Urgent Project to Preserve Historical and Sociological Materials from Fast-moving Controversial Science.").
- 1993 Mulkey, L.M. "The Relations of Principles to Theoretical Logic in Sociology: A Re-examination of a Field of Study." (Paper presented at the annual meeting of the American Sociological Association [Regular Session on History of Social Thought]. Miami, Florida.)
- 1991 Mulkey, L.M. and H. Etzkowitz. "Who You Know versus What You Know: The Role of Social and Cultural Capital in the Recruitment of Women to Scientific Careers." (Paper presented at the annual meeting of the American Sociological Association [Theory Section], Cincinnati, Ohio.)
- 1991 Mulkey, L.M. and L. Rapaport. "The Problem in Sociology with Social Problems: Issues on the Interrelationship between the Individual and Society." (Paper presented at the 1991 annual meeting of the American Sociological Association [Informal Roundtable on Issues in Sociology], Cincinnati, Ohio.).
- 1991 Mulkey, L.M. and P. Morton. "Sex Differences in Science Performance for Students from One-Parent Families: Further Tests of Economic and Behavioral Explanations of a Small Effect." (Paper presented at the annual meeting of the Eastern Sociological Society.).
- 1991 Mulkey, L.M. "Values Discrepancies in Socialization between Gender Roles and the Image of the Scientist." (Paper presented as an invited speaker by the Women's Union and students and faculty of the Women's Studies Program, Pomona College, Claremont, CA 91711-6336.)
- 1990 Mulkey, L.M. and J. Torres "Determinants of the Image of Women Scientists Amongst Young Children." Presented at the bi-annual meeting of the Joseph Priestly Association (of Columbia University physicists). (Invited speaker; topic: social factors affecting recruitment to science with focus on early antecedents of career choice.).
- 1989 Harrington, A., L.M. Mulkey, & R.L. Crain. "One-Parent Families and Scholastic Achievement of High School Students." Presented at the Eastern Sociological Society Meeting, March, 1989, Baltimore, Maryland. (A secondary analysis using the National Center for Education Statistics [NCES]. National Opinion Research Center [NORC]. "High School and Beyond 1980 Sophomore Cohort Second Follow-up (1984) Longitudinal Survey of Students in the U.S."
- 1988 Mulkey, L.M. "Universalism in Science: An Empirical Investigation of Attitudes toward Women in Science." U.S. Dept. of Education, Office of Educational Research and Improvement (OERI), Educational Resources Information Center, Clearinghouse for Counseling and Personnel Services (ERIC/CAPS). The University of Michigan, Ann Arbor, Michigan 48109-1259.
- 1987 Mulkey, L.M. "Universalism in Science: The Social Organization of Textbook Knowledge." (U.S., Dept. of Education, OERI, Educational Resources Info. Ctr. [ERIC Clearinghouse for Science, Math & Environmental Ed.]. ED 281 770 [Sept.]. Wheeling, VA: ERIC Doc. Repro. Service.).
- 1983 Mulkey, L.M. "Controversy in Science: The Case of Conflict and Consensus in Sociology." (Paper prepared for R.K. Merton's and H. Zuckerman's Seminar

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for Advanced Topics in the Sociology of Science, Columbia, University.).

- 1983 Mulkey, L.M. "Socially Resonant Controversies of Theory." (Paper prepared for R.K. Merton's and H. Zuckerman's Seminar for Advanced Topics in the Sociology of Science, Columbia University.).

Reports:

- 2001 Mulkey, L.M. *Validation of the New York State Department of Civil Service Level I Manager Examination No. 73-512 of the Human Services Administrators Series: An Interim and Preliminary Report*. Submitted to Michael H. Sussman, Esq.
- 2001 Mulkey, L.M. and R. Darby. "A Community-Based Model for Developing a Human Services Program: Final Report." Submitted to the USC Provost's Office.
- 2000 Mulkey, L.M. *Decisions Near the End of Life: A Report to the Beaufort County Hospitals*. (Analysis of data from national program.).
- 1998 Mulkey, L.M. *Lowcountry Traditions and Transitions: Perspectives on Cultural Preservation and Change: Final Report*. (Submitted to the National Endowment for the Humanities, South Carolina Humanities. A Seed grant effort for major grant planning.).
- 1996 Mulkey, L.M. and T. Hipp. *Racial Representation in Special Education Classes: Final Report of the Multicultural Task Force*, Beaufort County Schools.
- 1994 Miller, R.; L. Mulkey; F. Kalm, and M. Baker. *Chapter I Annual Citywide Report*. New York City Board of Education, OREA. (Research funded by the U.S. Department of Education [DOE], Office of Educational Research and Improvement (OERI), formerly known as the National Institute of Education [NIE]).
- 1993 Miller, R.; L. Mulkey; F. Kalm, and M. Baker. *Chapter I Annual Citywide Report*. New York City Board of Education, OREA. (Research funded by the U.S. Department of Education [DOE], Office of Educational Research and Improvement (OERI), formerly known as the National Institute of Education [NIE].).
- 1992 Miller, R.; L. Mulkey; F. Kalm, and M. Baker. *Chapter I Effective Schools Nomination Report*. New York City Board of Education, OREA. (Research funded by the U.S. Department of Education [DOE], Office of Educational Research and Improvement (OERI), formerly known as the National Institute of Education [NIE].).
- 1991 Mulkey, L.M. and P. Morton. "Sex Differences in Science Performance for Students from One-Parent Families: further Tests of economic and Behavioral Explanations of a Small Effect." (Paper prepared for presentation at the 1991 annual meeting of the Eastern Sociological Society. ED 316445, U.S. Report of Education, Office of Educational Research and Improvement (OERI), Educational Resources Information Center, Clearinghouse for Sounseling and Personnel Serviees (ERIC/CAPS). The University of Michigan, Ann Arbor, Michigan 48109-1259.).
- 1990 Miller, R.; M. Torres; L. Mulkey; and W. Askins. *Chapter I Reading and Mathematics with Athletics Program Summer 1989: Evaluation Report*. New York City Board of Education, OREA. (Research funded by the U.S. Dept. of Education [DOE], Office of Educational Research and Improvement (OERI), formerly known as the National Institute of Education [NIE].).
- 1990 Miller, R.; M. Torres; L. Mulkey, and W. Askins. *Institutionalized Facilities Program Summer 1989: Evaluation Report*. New York City Board of Education, OEA. (Research funded by the DOE, OERI).
- 1990 Miller, R.; L. Mulkey, and A. Simmel. Implementation of 200.6 Continuum of Services

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End-of-Fourth-Year Evaluation Report. New York City Board of Education, Office of Research, Evaluation and Assessment (OREA). (Research funded by the NY State Commissioner of Education.)

- 1990 Mulkey, L.M. "Universalism in Science: An Empirical Investigation of Attitudes toward Women in Science." U.S. Department of Education, Office of Educational Research and Improvement (OERI), Educational Resources Information Center, Clearinghouse for Counseling and Personnel Services (ERIC/CAPS). The University of Michigan, Ann Arbor, Michigan 48109-1259.
- 1989 Miller, R.; L. Mulkey; F. Kalm, and M. Baker. *Implementation of 200.6 Continuum of Services End of Third-Year Evaluation Report.* New York City Board of Education, Office of Research, Evaluation and Assessment (OREA). (Research funded by the NY State Commissioner of Education.).
- 1989 Miller, R.; M. Torres; L. Mulkey; and W. Askins. *Chapter I Reading and Mathematics with Athletics Program Summer 1988: Evaluation Report.* New York City Board of Education, OREA. (Research funded by the U.S. Department of Education [DOE], Office of Educational Research and Improvement (OERI), formerly known as the National Institute of Education [NIE]).
- 1989 Miller, R.; M. Torres; L. Mulkey; and W. Askins. *Institutionalized Facilities Program Summer 1988: Evaluation Report.* New York City Board of Education. OREA. (Research funded by the DOE, OERI)
- 1989 Miller, R.; L. Mulkey, D. Cantalupo, and R. Saggese. Educational Consolidation and Improvement Act (ECIA) Chapter II 1987 Eval. Report. NYC BOE. OREA. (Research funded by the DOE, OERI.).
- 1988 Miller, R.; M. Torres; V. Orsi; P. Ungvari; and L. Mulkey. *Manhattan CSE Program Evaluation, 1987-88.* NYC Board of Education. OREA). (Research funded by NY State Dept. of Education)
- 1988 Miller, R.; M. Torres; G. Quets; and L. Mulkey. *Attendance Improvement/Dropout Prevention (AIDP) 1986-87: Evaluation Report.* New York City Board of Education, OREA. (Research funded by the New York State Department of Education.).
- 1988 Mulkey, L.M. *A Meta-Evaluation of the Pre-college Institute and Science and Mathematics Summer Institute, 1987-88 Evaluations.* 550 W. 57th St., Suite 1512, NY 10023: City University of New York (CUNY), Office of Special Programs. (Conducted as part of the Urban Project, created in 1981; the Urban Project was funded by a Ford Foundation planning grant and is presently under the auspices of the College Discovery and Development Program [CDDP], a City University of New York [CUNY] and New York City Board of Education consortium.).
- 1987 Mulkey, L.M. *Universalism in Science: The Social Organization of Textbook Knowledge.* U.S. Dept. of Education, Office of Educational Research and Improvement, Educational Resources Information Center (ERIC Clearinghouse for Science, Mathematics and Environment Education). ED 281 770 (Sept.). Wheeling VA: ERIC Document Reproduction Service.
- 1987 Mulkey, L.M. *The Impact of Provision for Mathematics/Science Enrichment on Minority Students: The Urban Project Pre-college Institute Evaluation Report, Spring 1987.* 550 W. 57th St., Suite 1512, NY 10023: City University of New York (CUNY), Office of Special Programs. (Conducted as part of the Urban Project, created in 1981; the Urban Project was funded by a Ford Foundation planning grant and is presently under the auspices of the CDDP, a CUNY and New York City Board of Education consortium.).

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- 1987 Miller, R.; A. Simmel; T. Berney; L. Mulkey; and R. Saggese. *Federal Emergency Immigrant Education Assistance Program 1985-86 Evaluation Report*. New York City Board of Education, OEA. (Research funded by the DOE, OERI).
- 1987 Miller, R.; M. Torres; A. Simmel; A. Frumerman; and L. Mulkey. *Recurso End-of-Year Evaluation Report, 1985-86*. New York City Board of Education, Office of Educational Assessment [OEA]. (Research funded by the New York State Department of Education.).
- 1987 Miller, R.; A. Simmel; T. Berney; D. McEveddy; and L. Mulkey. *Chapter I Reading and Mathematics Program 1985-86 Evaluation Report*. New York City Board of Education, OEA. (Research funded by the U.S. Department of Education, OERI.).
- 1987 Miller, R.; A. Simmel; T. Berney; D. McEveddy; and L. Mulkey. *State Incentive Grant (SIG) Program Evaluation, 1986-87*. NY City Board of Education, OEA. (Research funded by the NY State Department of Education.).
- 1987 Miller, R.; T. Berney; A. Simmel; D. McEveddy; and L. Mulkey. *Special Education Training and Resource Center (SETRC) 1986-87: Evaluation Report*. New York City Board of Education, OEA. (Research funded by the U.S. Department of Education, OERI.).
- 1987 Miller, R.; M. Torres; A. Simmel; B. Askins; and L. Mulkey. *Institutionalized Facilities Program 1986-87 Evaluation Report*. New York City Board of Education, OEA. (Research funded by the U.S. Department of Education, OERI.).
- 1987 Miller, R.; M. Torres; A. Simmel; A. Frumerman; and L. Mulkey. *Attendance Improvement/Dropout Prevention (AIDP) 1985-86 Evaluation Report*. New York City Board of Education, OEA. (Research funded by the New York State Department of Education.)
- 1987 Miller, R.; A. Simmel; T. Berney; V. Mitta; and L. Mulkey. *Chapter I Reading and Mathematics with Athletics Program Summer 1987 Evaluation Report*. New York City Board of Education, OEA. (Research funded by the U.S. Department of Education, OERI).
- 1987 Miller, R.; M. Torres; A. Simmel; F. Francois; and L. Mulkey. *Institutionalized Facilities Program 1985-86 Evaluation Report*. New York City Board of Education, OEA. (Research funded by the U.S. Department of Education, OERI.).
- 1987 Miller, R.; A. Simmel; T. Berney; D. McEveddy; and L. Mulkey. *Chapter I Reading and Mathematics Program 1986-87 Evaluation Report*. New York City Board of Education, OEA. (Research funded by the U.S. Department of Education, OERI.).
- 1987 Miller, R.; M. Torres; A. Simmel; B. Askins; and L. Mulkey. *Institutionalized Facilities Program Summer 1987 Evaluation Report*. New York City Board of Education, OEA. (Research funded by the U.S. Department of Education, OERI.).
- 1987 Miller, R.; M. Torres; A. Simmel; E. Goldsmith; and L. Mulkey. *Special Education Training and Resource Center (SETRC) 1985-86: Evaluation Report*. New York City Board of Education, OEA. (Research funded by the U.S. Department of Education, OERI.).
- 1987 Mulkey, L.M. *The Impact of Provision for Mathematics/Science Enrichment on Minority Students: The Urban Project Pre-college Institute Evaluation Report*, Spring 1987, 550 W. 57th St., Suite 1512, NY 10023: City University of New

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York (CUNY), Office of Special Programs. (The Urban Project, created in 1981, was funded by a Ford Foundation planning grant and is presently under the auspices of the CDDP, a CUNY and New York City Board of Education consortium.).

- 1986 Mulkey, L.M. *The Impact of Provision for Mathematics/Science Enrichment on Minority Students: The Urban Project Pre-college Institute Evaluation Report*, Spring 1986, 550 W. 57th St., Suite 1512, NY 10023: City University of New York (CUNY), Office of Special Programs. (The Urban Project, created in 1981, was funded by a Ford Foundation planning grant and is presently under the auspices of the CDDP, a CUNY and New York City Board of Education consortium.).
- 1986 Miller, R.; A. Simmel; T. Berney; D. Nemiroff; and L. Mulkey. *Chapter I Reading and Mathematics Program 1984-85: Evaluation Report*. New York City Board of Education, OEA. (Research funded by the U.S. Department of Education, OERI.).
- 1986 Miller, R.; A. Simmel; T., Berney; D. Nemiroff; and L. Mulkey. *Chapter I Reading and Mathematics with Athletics Program Summer 1986 Evaluation Report*. New York City Board of Education, OEA. (Research funded by the U.S. Department of Education, OERI.).
- 1986 Miller, R.; M. Torres; A. Simmel; F. Francois; and L. Mulkey. *Institutionalized Facilities Program Summer 1986: Evaluation Report*. New York City Board of Education, OEA. (Research funded by the U.S. Department of Education, OERI.).
- 1986 Miller, R.; M. Torres; A. Simmel; F. Francois; and L. Mulkey. *Institutionalized Facilities Program 1984-85: Evaluation Report*. New York City Board of Education, OEA. (Research funded by the U.S. Department of Education, OERI.).
- 1986 Miller, R.; M. Torres; A. Simmel; F. Francois; and L. Mulkey. *Attendance Improvement/Dropout Prevention (AIDP) 1984-85: Evaluation Report*. New York City Board of Education, OEA. (Research funded by the New York State Department of Education.).
- 1986 Miller, R.; M. Torres; A. Simmel; E. Goldsmith; and L. Mulkey. *Special Education Training and Resource Center (SETRC) 1984-85: Evaluation Report*. New York City Board of Education, OEA. (Research funded by the U.S. Department of Education, OERI.).

Service

University:

- Member of Graduate Faculties, USC, Columbia, 1996-2007.
- Committee Member, Doctoral Dissertations, USC Columbia, 2003-present
- Education Advisory Council, USCB, 2000-2002
- Chair/Committee Member, Doctoral Dissertations, USC Columbia, Fall 2000-2002, 2004.
- Committee Member, Masters Thesis, USC Columbia, Spring, 2001.
- Faculty Affiliate, Women's Studies, USC Columbia, 1998-2002.
- Chair, USCB Faculty Organization, 1999-2000.
- Dean's Advisory Council, 1999-2000.
- Council of Chairs (Don Wedlock, Chair, USC Columbia), 1999-2000.
- Regional Campuses Faculty Senate, Nominating Committee, 1999.
- Regional Campuses Faculty Senator (Rights and Responsibilities Committee), 1999.
- Courses and Curriculum Committee, 1999-2000.
- Faculty Development Committee, 1999-2002.
- Welfare Committee (Chair), 1999-2000.
- Admissions and Petitions Committee, 2000-2001.

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- Satisfactory Academic Progress Committee (financial aid eligibility), 1999-2002.
- Search Committees: Vice-Chancellor for Acad. Affairs; HRTM, ECE, 2002-2003
- Psychology Search Committee (Chair), 1999-2000.
- Co-founder and Co-advisor of Psychology, Sociology, and Anthropology Club, 1996-2002.
- Collaborating with USCB colleagues on articles in clinical sociology and ecology. With Roy Darby, work-in-progress on "Clinical Approaches to Ageism, Sexism, and Racism;" with Randy Cross, work-in-progress on " 'Contested Natures' " of the Lowcountry," 1998-2001. Federal Grants with Babet Alvarez and Gail Quick, 2002-2003
- Chair-elect to the USCB Faculty Organization, Spring 1998.
- Invited by the Dean to represent USCB at the South Carolina Women in Higher Education conference, Fall 1998.
- Appointed to ad hoc committee on Human Subjects, Fall 1998-2000.
- Five-year appointment to USC Graduate Faculties, Fall, 1995-2000.
- Participant in the USC Columbia Distance Education Program, 1996-2002.
- Books in print with Harcourt, Brace, Jovanovich, and Simon & Schuster, 1995-2001.
- System-wide adoption of introductory sociology text, 1996-2000.
- Elected to USCB Faculty Organization Courses and Curriculum Committee, 1996-2000.
- Special survey respondent to President Palin's queries concerning the relationship of teaching to research, 1996.
- Invited by USC Columbia Graduate Faculty in Sociology to give a presentation for the March Women's History Month. 1996.
- Elected to Regional Campuses Faculty Senate. Fall 1995-2000 (Rights and Responsibilities Committee ad hoc Committee on Scholarship. and System Affairs Committee).
- Appointed by Chair of USCB Faculty Organization (with the authorization of the Dean) (and with Brad Wagner and Jerry Merwin) to help implement the USCB 4-year plan; developed and conducted a community-wide internal needs assessment. Fall, 1995-96.
- Proposed and organized (with the authorization of Dean Plyler and Dean Meeks), a USCB Series on Social Issues, Fall, 1995.
- Proposed and Organized with Sheila Tombe (with the authorization of Dean Plyler and Dean Meeks), the foundations for implementing the Columbia campus Women's Studies Program on our regional campus. Fall 1995.
- Invited by Gordon Sproul to serve as reviewer for the Beaufort County Regional Science Fair, Fall, 1995.
- Appointed by Dean as USCB representative at the Beaufort County Schools, Task Force on Multiculturalism (sub-committee on curriculum and ability grouping). 1995-2002.
- Appointed by Dean to serve on Mathematics Faculty Search Committee, Fall, 1995.
- Guest speaker on multiculturalism for Dean Mesaric's University 101 class, Fall, 1995.
- Elected to Hofstra College of Liberal Arts & Sciences Standing Committee on Standards and Curriculum Review (Fall, Spring 1993, 1994).
- Elected to Center for Teaching Excellence (Fall, 1993-1995).
- Elected to Hofstra College of Liberal Arts & Sciences (HCLAS) Senate Committee on Curriculum.
- Proposals (chair of ad hoc committee to settle dispute on Physics 4 core status approval), Spring, 1990.
- HCLAS Executive Committee. Social Science Consultant for Faculty Research and Development (R & D) Grants Panel, Spring, 1990.
- University Faculty Research Advisory Committee, Spring, Fall, 1989.

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- Interview with Angela Bellucci, Features Editor of *Hofstra Satellite*, "Yuppie Shows, Real or Ideal?," Vol. 4, No. 1, Nov., 1988.
- Dissertation Reader for H. Alan Robinson Awards, Spring, 1990; Fall, 1992.
- Working Group on Computers for Research, Spring, 1990.
- Invited by the Hofstra University Center for Teaching Excellence to present a lecture, "The Forgotten Significance of the 'I' in George Herbert Mead's Notion of the 'I' and 'Me'," Fall, 1992.
- Invited as panelist for the Enduring Question Series, sponsored by the Center for Teaching Excellence, Fall, 1992.
- Invited to inaugurate and co-sponsor a Hofstra University Chapter of the Golden Key National Honor Society, Spring, 1993-1995.

Divisional/Departmental:

- Program Director, Bachelor of Science in Human Services, 2004, 2005
- Division Chair, Professional and Social Sciences, 2004, 2005
- Evaluator, Title VIIA Grant; Globalization of the Curriculum, 2004, 2005
- Supervise internships (Dept. of Social Services, Dept. of Juvenile Justice and others, 2000-2002).
- Grant proposal with Roy Darby, "A Model for Developing a Community-based Human Services Program," Provost's Faculty Development Grant, 2000-2001.
- Chair, Psychology Search Committee, 1999-2000; Vice-Chancellor for Academic Affairs, HRTM, and ECE, 2002-2003.
- Collaborating with Randy Cross in developing a co-taught ecology course, 1999-2000.
- Requested by the President of the South Carolina Sociological Association (SCSA) to hold annual meeting of the SCSA at USCB, 1998, 1999.
- Acquired National Educational Longitudinal Data (CDROM) to introduce computer analysis component to sociology students.
- Supervise student internships in sociology of crime (Beaufort County Sheriff's Office, Beaufort County Department of Juvenile Justice); in social stratification (American Literacy Corps); in sociology of deviance (Child Abuse Prevention Agency [CAPA], Family Resources, Beaufort County Department of Social Services, South Carolina Youth Advocate Program), 1997-2000.
- Course offerings to support programs in Women's Studies and Criminal Justice Programs, 1995-2000.
- Supervised Independent Study in Sociological Research Methods, Gender Stratification, and internships, 1995-2000.
- Consultant to Beaufort County Substance Abuse Center, Jennifer Jenn, Director, concerning recruiting students for professional development (intake interviewers' sensitivity to cultural variations in reporting symptoms), 1996.
- Proposed internships with the Beaufort County Sheriff's Office and the Substance Abuse Center (via SOC'Y399), 1996.
- Co-founder and Co-Sponsor, Psychology, Sociology, Anthropology Club, Spring, 1997-2000.
- Appointed to USCB Divisional Library Committee (Professional and Social Sciences), 1996-97.
- Appointed by Rick Boulware (with consensus of division), as Facilitator of Faculty Symposium, September 15, 1995.
- Participant in Classroom Assessment workshop, a professional development initiative conducted by Lee Shaffer to improve teaching, Fall, 1995.
- Chaired recruitment effort at Annual Meeting of the American Sociological Association, Summer, 1993.
- Sponsored Honors Thesis (project using the National Longitudinal Study data to examine the differential effects of tracking, Fall, 1993).

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- Spring On-campus Reception representative, Spring, 1990-94.
- Curriculum Committee, Fall, 1988.
- Developed two new courses, Sociology of Education, Fall, 1988, and Advanced Studies in the Sociology of Education (graduate course), Fall, 1989.
- College-for-A-Day representative, Fall, 1988, 1989, 1992.
- Coordinated applied sociology internship at the NYC Board of Education, Fall, 1988.
- Sponsored and supervised sociology intern at the Naussau County Youth Board, Spring, 1993.
- Chapter Representative, Alpha Kappa Delta (International Sociology Honor Society, Spring, Fall, 1989, Spring, 1990.
- Acquired High School & Beyond national survey data for developing a workbook to introduce students to the fundamental of computer data analysis (and for addressing questions in the sociology of education).
- Presented paper in Faculty Seminar: "Sociology as Science and Myth: The Implications of a Re-examination of a Field of Study for Teaching Sociology," Fall, 1992.
- Represented department chair at the University Senate Chair's Caucus, Spring, 1993.

Outside:

- Appointed by Mayor Peeples as Commissioner for the Town of Hilton Head Island. Three-year appointment in local government to represent public interests as a sociologist with expertise in understanding the conflicts inherent in public and private interests (as they concern economic development and design standards). 1998-2001. Re-appointed for second three-year term ending 2004.
- Appointed to Leadership Council, Beaufort County Alliance for the Human Services
- Appointed by the Executive Council of the American Sociological Association (ASA) to the ASA Task Force on Post-Graduate Education.
- Invited to be Program Organizer for the 2003 annual meeting of the Pacific Sociological Association, Fall 2002.
- Evaluation Research consultant for the Beaufort County Hospitals: evaluation of the national program, "Decisions Near the End of Life," 1999-2001.
- Consultant for dissertation project for graduate student at the University of Georgia, Fall, 2001.
- Consultant for dissertation project for graduate student at Sarasota University. 1997-2001.
- Established and maintain liaisons with human service agencies (Dept. of Social Services, Dept. of Juvenile Justice, Child Abuse Prevention Agency, South Carolina Youth Advocate Program), through supervised student internships, an important link with community in seeking support for our growing campus, 1997-2001.
- Consultant, Town of Hilton Head Planning Dept. Invited to participate in project to acquire federal Housing and Urban Development (HUD) funding for Ward 1, Hilton Head Island, 1998-1999.
- Serve on the Beaufort County School District Multicultural Task Force, 1995-2000.
- Recruited students the Hilton Head High School, "School-to-Careers" program, 1999.
- Assist parents with autistic children in obtaining student program trainees. This is a job placement activity that allows families to implement special educational strategies for children with special needs, 1996-2000.
- Active and inactive membership in community agencies such as the Beaufort County Arts Council, League of Women Voters, and the Open Land Trust. 1995-2000.
- Awarded National Science Foundation Chautauqua Professional Development Grant, 1997-2001.
- Presider of the Contemporary Sociological Theory Section at the annual meeting of

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- the American Sociological Association, 1996.
- Invited to participate (*American Sociologist*) in the "science wars" debate over the Smithsonian Science in American Life Exhibition, Wa., D.C.) by J. Imber, Wellesley College, 1995.
- National Endowment for the Humanities grant for USCB to work with eight community agencies in dealing with over-development issues in Beaufort County,, 1996-97.
- Expert Witness in Civil/Federal Trial of Atkins, et al., vs. The New York State Division of Social Services, January 2001.
- Expert Witness in Civil/Federal Trial of Fickling vs. The New York State Division of Social Services, September 21, 1995.
- Consultant, Law Offices of M.H. Sussman, Goshen, NY. Reviewed case materials concerning racial bias in federally- and state-developed and administered tests, May, 1994.
- Student Mentor for Hilton Head High School student interested in pursuing sociology as a college major; shadowed me for three days, Spring, 1996.
- Approval for Creative Retirement Center course on the Sociology of Aging, Spring, 1997.
- Participant as evaluation research consultant in the New York City Public Schools, Division of Strategic Planning's 3rd Annual Professional Development Day, NY Univ., Spring, 1993.
- Postdoctoral Studies/Training, UCLA (1990-92). Time-Series Longitudinal Designs (Biostatistics Dept.): Advanced Topics in Evaluation (supervised project under direction of Howard Freeman, Sociology Dept.; Advanced Topics in Evaluation (supervised project under direction of Melvin Pollner, Sociology Dept.); Topics in the Problem of Order (supervised project with Harold Garfinkel, Sociology Dept., UCLA).
- Selected for the UCLA Lecture Experience. Invited by the Office of Undergraduate Admissions and Relations with Schools, Campus Tours Program, for listing in the Lecture Experience. Winter Quarter 1992 Brochure (prospective UCLA students are invited to observe the large session lecture).
- UCLA Honors Contract, Spring, 1992.
- UCLA Honors Discussion Section (Soc. 1, Spring, 1992).
- UCLA Research Supervisor; senior projects for Sociology 199 (Special Studies), Spring, Summer, 1991, Winter, 1992.
- Guest Speaker:
 - Center for Teaching Excellence
 - American Planning Association, Panelist on forum on Town Government, Fall 2003.
 - Beaufort County Chamber of Commerce, Panelist for forum on the Economic and Social Impact of Growth on Beaufort County, Fall, 2001.
 - Invited speaker for Sun City Alzheimers Support Group, "Stereotypes of Mental Illness," Fall, 2001.
 - Lowcountry Legal Aid Society. "Gender and Race in Professional Relationships," Spring 2000.
 - Hilton Head Hospice Bereavement Conference, 1999.
 - American Association of University Women (AAUW) (Beaufort County Chapter), "Approaches to Gender Equality," Feb., 1997.
 - USC Columbia, Sociology Departmental Colloquium (in conjunction with Women's History Month, Spring, 1996).
 - Meeting of the Women's Union and students and faculty in the Women's Studies Program, Pomona College, Claremont, CA. Feb. 14, 1991.
 - "Values Discrepancies in Socialization between gender Roles and the Image of the Scientist."
 - Hilton Head Hospice Bereavement Conference, 1999.

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The bi-annual meeting of the Joseph Priestly Association of Columbia University Physicists, "Social Factors Affecting Recruitment to Science with Focus on Early Antecedents of Career Choice," 1990.

- Grant Proposal Reviewer

The Graduate School and University Center of the City Univ. of NY, external reviewer of research grant proposal: "A Longitudinal Assessment of Family Configuration and Educational Outcomes" (1999); "A Comparative Analysis of Gender Differences in Social and Moral Values: The Case of Japan and the U.S." (1996).

John Simon Guggenheim Foundation, Park Ave., NYC (Spring, 1990).

National Science Foundation, Washington, DC, (Spring, Fall, 1989).

- Editorial Board of Governors, *Southeastern Sociological Review*
- Editorial Reviewer

Sex Roles: A Journal of Research

Sociological Perspectives (official journal of the Pacific Sociological Society) (Spring 2000) (review of manuscript, "Getting Good Grades in college: Links Between Motivation, Effort, and GPA").

Southeastern Sociological Review (official journal of the South Carolina Sociological Association) (Fall, 1999) (review of manuscript on the Interactionist perspective for explaining changes in the Unitarian church).

Sociological Perspectives (official journal of the Pacific Sociological Society) (Summer, 1998) (review of manuscript, "Three Approaches to the Social Dilemma Presented by Educational Reform: Structural, Strategic, and Motivational Approaches").

Journal of Family Issues (a Sage publication). 1998.

Sociology of Education (official journal of the American Sociological Association) (Fall, 1997) (review of manuscript, "Using Pre- and Post-Dissolution Measures in Estimating the Impact of Divorce on Academic Achievement").

American Sociological Review (review of manuscript, "Female-headed Families and School Environments: Does the Family Structure of Schoolmates Make a Difference in Academic Achievement?" (1996).

Sociology of Education (official journal of the American Sociological Association) (Aug. 31, 1995) (review of manuscript, "Determinants of the Intention to Choose a Science Major: Some New Evidence.").

Science, Technology, & Human Values (official journal of the Society for Social Studies of Science [Sage Publication, Inc.]) (June, 1994).

Allyn & Bacon Publishers (Simon & Schuster Higher Education Publishing Group), Boston (January, 1994) (*Social Science: An Introduction to the Study of Society* by Hunt and Colander, Ch. 13, "Education.").

Journal of Family Issues (a Sage publication) (Spring, 1993) (review of manuscript [with R. Costa], "The School Performance of Children from Single-Mother and Single-Father Families: Economic or Interpersonal Deprivation.").

Sociology of Education (official journal of the American Sociological Association) (Spring, 1992) (review of manuscript, "Social Origins and the Plan to Become a Scientist Among High School Seniors").

Sociological Perspectives (official journal of the Pacific Sociological Association) (Spring, 1992) (review of manuscript, "Parental Structure and High School Graduation: The Effects of Living with Single Parents, Stepparents, and Other Relatives.").

Science, Technology, & Human Values (Official journal of the Society for Social Studies of Science) (Sage Publications, Inc.) (Fall, 1988).

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Allyn & Bacon Publishers (Simon & Schuster Higher Education Publishing Group), Boston (Spring, 1989) (Kammerman and Ritzer's Intro. To Soc., Education chapter).

Holt, Rinehart & Winston (a Division of Harcourt, Brace, Jovanovich) (Fall, 1989) (Tom Sullivan's research methods text).

- Presider at the Annual Meeting of the American Sociological Association. Sociological Theory Session, 1996, NY, NY.
- Research Supervisor (with R.L. Crain) of Alexander Harrington of the Bronx High School of Science (a participant in the Westinghouse Science Talent Search), in an investigation of the effects of one-parent families on the scholastic achievement of high school students.
- UCLA representative at the National Institute of Mental Health Annual Meeting (to meet NIMH officials). ASA Annual Meeting, Washington, DC, August, 1990.
- Supervisor of Teaching Assistants, UCLA Soc. 104 course (Fall, 1990), Intro. To Sociological Research Methods. (According to university/departamental guidelines I planned and coordinated the responsibilities of two research assistants [3 discussion sections each, total of 171 students].).
- *Social Science Citation Index*, and requests for reprints.

Professional Memberships (active and inactive)

American Sociological Association; Eastern Sociological Society; Southern Sociological Association; South Carolina Sociological Association; Society for the Social Studies of Science; Alpha Kappa Delta (International Sociology Honor Society); Kappa Delta Pi (National Honor Society in Education); American Association for the Advancement of Science; American Educational Research Association; nominated to the New York Academy of Sciences. American Association of University Professors.

Awards/Grants/Recognition

Appointed by the American Sociological Association to the Editorial Board of its leading journal in my field. *Sociology of Education*.

National Institute of Health Grants, 2006-2009, \$1 million.

National Science Foundation Research Panelist, 2005

National Institute of Health, 2004, 2005

University of South Carolina Board of Trustees Carolina Professorship Award. 2004

President's Award for Outstanding Contributions to Teaching, Research and Community Outreach, 2004

Governor's Distinguished Professor Award, 2004, 2005

National Science Foundation/American Sociological Association Travel Grant for the International Sociological Association World Congress, Brisbane, Australia, Summer 2002.

USCB Advisor of the Year, 2002.

National Science Foundation Chautauqua Professional Development Grant ("NASA/JPL: Update on Origins of Life." Cal Tech/JPL Summer, 2002.

National Science Foundation Chautauqua Professional Development Grant ("NASA/JPL: Origins

of Life." Cal Tech./JPL Summer, 2001.

National Science Foundation Chautauqua Professional Development Grant ("Teaching Histories of Medicine," Harvard University, Spring, 2000).

National Science Foundation Chautauqua Professional Development Grant ("Economics and Health Care," Harvard University, Spring, 1999).

National Science Foundation Chautauqua Professional Development Grant ("The Underrepresentation of Women in Science," American Association of the Advancement of Science Building, Washington D.C., Spring, 1998).

National Science Foundation Chautauqua Professional Development Grant ("The 1990 Census: A Resource for Undergraduate Teaching and Research, Dudley L. Poston, Jr., Texas A&M University, at University of Dayton, Spring, 1997).

National Endowment for the Humanities (South Carolina Humanities Council) major grant, "Lowcountry Traditions and Transitions: Perspectives on Cultural Preservation and Change," Spring, 1997.

National Endowment for the Humanities (South Carolina Humanities Council), seed grant, "Lowcountry Traditions and Transitions: Perspectives on Cultural Preservation and Change," Summer, 1996.

Lawrence A. Stessin Prize for Outstanding Scholarly Publication. Hofstra University. May, 1993.

Appointed to Hofstra University. Center for Teaching Excellence. Fall. 1993.

Invited to participate as international delegate for the American Sociological Association (Beth Hess, Organizer). May, 1992.

National Institute of Mental Health (NIMH) Fellow in sociology, University of California, Los Angeles, 1990-1992 (teaching and research in evaluation research). (Awarded also in 1988, but relinquished because of conflicting opportunity.).

Release Time Grant (Spring, 1990, relinquished because of approval for fellowship leave).

Guest panelist. National Science Foundation Workshop (Division of Social and Economic Research), *Studying Human Resources in Science and Engineering*; WA, D.C., July, 1989.

Outstanding Paper of 1986 Award of Merit (for "The Use of a Sociological Perspective in the Development of a Science Textbook Evaluation Instrument," presented by the Editorial Board of *Science Education* (NY: John Wiley & Sons, Inc.) at the 1987 Annual Convention of the National Science Teachers Association (NSTA), Washington, DC.

FEES

Memorandum

To: Mary Diaz
From: Lynn Mulkey
Date: January 30, 2008
Re: Simpson v. New York State Civil Service Commission

I am charging \$200 per hour for review and testimony. To date, I have been paid a retainer of \$10,000. Within the last four years, I have not given deposition or trial testimony.

A handwritten signature in black ink, appearing to read "Lynn Mulkey", is written below the text.